

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE EFFECT OF SERVICE CLIMATE, ORGANIZATIOANL SERVICE
ORIENTATION, SERVICE EMPLOYEES COMMITMENT AND
TEAMWORK ON EMPLOYEES' PERCEPTION OF CUSTOMERS'
SATISFACTION**



NURMASTURAH BINTI MOKHTAR

UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
DECEMBER 2018**

**THE EFFECT OF SERVICE CLIMATE, ORGANIZATIOANL SERVICE
ORIENTATION, SERVICE EMPLOYEES COMMITMENT AND
TEAMWORK ON EMPLOYEES' PERCEPTION OF CUSTOMERS'
SATISFACTION**

PREPARED BY:

NURMASTURAH BINTI MOKHTAR

(822566)



Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
UNIVERSITI UTARA MALAYSIA,
In Partial Fulfilment of the Requirement for the
Master Sciences (Management)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

NURMASTURAH BINTI MOKHTAR (822566)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

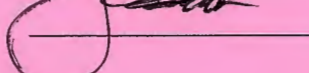
**THE EFFECT OF SERVICE CLIMATE, ORGANIZATIONAL SERVICE ORIENTATION,
SERVICE EMPLOYEE COMMITMENT AND TEAMWORK ON EMPLOYEES'
PERCEPTION OF CUSTOMERS' SATISFACTION**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelia : **DR. MOHAMAD ZAINOL ABIDIN BIN ADAM**
(Name of Supervisor)

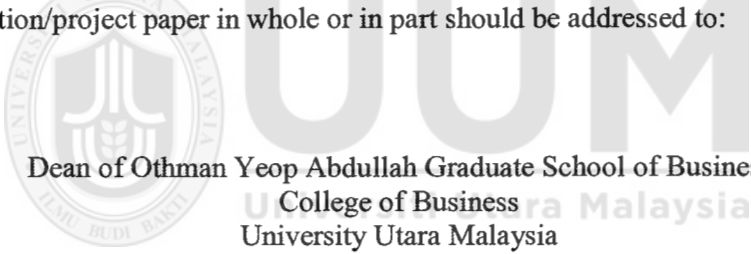
Tandatangan : 
(Signature)

Tarikh : **23 DISEMBER 2018**
(Date)

PERMISSION TO USE

In presenting this dissertation /project paper in partial fulfillment of the requirements for a Post Graduate degree from the University Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisors(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate /School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation /project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business
College of Business
University Utara Malaysia
06010 Sintok
Kedah Darul Aman

ABSTRACT

The purpose of the study is to explore the influence of service climate, organizational service orientation, service employee commitment and teamwork on employees' perception of customers satisfaction. A conceptual model was established based on existing literature to test the relationship between the variables of the study. A survey research design using simple random sampling was employed with a sample of 364 employees from the hospitality industry. The results of correlation and regression analyses shows that all four independent variables (service climate, organizational service orientation, service employee commitment and teamwork) have a significant relationship and influenced towards employees' perception of customers' satisfaction. The results also show that organizational service orientation is the most influential factor on employees' perception of customer satisfaction. Hence, the proposed model offers a greater understanding of how service climate, organizational service orientation, service employee commitment and teamwork can be used to improve customers' satisfaction in the hospitality industry. Based on the result of this study, managers should provide avenues as well as resources for employees to deliver quality service to customers. Customer policies and procedures should also be clearly communicated, to front-line employees as well as offering continuous support and encouragement to enhance employees' perceptions. Finally, limitations of the study were discussed in tandem with the suggestions for future research.

Keywords: service climate, organizational service orientation, service employee commitment, teamwork, employees' perception of customers' satisfaction.

ABSTRAK

Tujuan kajian ini adalah untuk meneroka pengaruh iklim perkhidmatan, organisasi berorientasikan perkhidmatan, komitmen pekerja perkhidmatan dan kerja berpasukan ke atas persepsi pekerja terhadap kepuasan pelanggan. Model konseptual dibentuk dari literatur sedia ada untuk menguji hubungan di antar pemboleh-pemboleh ubah kajian. Dengan menggunakan reka bentuk penyelidikan tinjauan dan persampelan rawak mudah, sampel sebanyak 364 pekerja dari industri hospitality telah mengambil bahagian dalam kajian ini. Dapatan daripada analisis korelasi dan regresi menunjukkan keempat-empat pembolehubah tidak bersandar (iklim perkhidmatan, organisasi berorientasikan perkhidmatan, komitmen pekerja dan kerja berpasukan) mempunyai hubungan serta pengaruh yang signifikan ke atas persepsi pekerja terhadap kepuasan pelanggan. Dapatan kajian juga menunjukkan organisasi berorientasikan perkhidmatan merupakan faktor yang paling kuat mempengaruhi persepsi ini. Dengan ini, model kajian menawarkan pemahaman yang lebih bagaimana iklim perkhidmatan, organisasi berorientasikan perkhidmatan, komitmen pekerja perkhidmatan dan kerja berpasukan dapat digunakan untuk meningkatkan kepuasan pelanggan dalam industri perhotelan. Sebagai saranan pengurusan, para pengurus harus menyediakan peluang serta sumber bagi pekerja untuk memberikan perkhidmatan yang berkualiti kepada pelanggan. Dasar dan prosedur perkhidmatan pelanggan harus dikomunikasikan dengan jelas kepada pekerja barisan hadapan serta menawarkan sokongan dan galakan yang berterusan untuk meningkatkan komitmen pekerja Akhirnya, batasan kajian juga dibincangkan seiring dengan cadangan penyelidikan masa depan.

Kata kunci: iklim perkhidmatan, organisasi berorientasikan perkhidmatan, komitmen pekerja perkhidmatan, kerja berpasukan, persepsi pekerja terhadap kepuasan pelanggan.

ACKNOWLEDGEMENT

Bismillahirrahmanirrahim, Alhamdullilah, all praise to Allah, and blessings and peace to His Messenger. My gratitude to Allah the Almighty for giving me the strength, blessings, rewards, guidance, and knowledge that has been bestowed upon me and my family throughout the journey of completing this dissertation.

Undoubtedly, this dissertation would not be at this stage without all the prayers and support from many parties. I would like to express my never ending appreciation and thanks to my supervisor, Dr. Hj. Mohamad Zainol Abidin Bin Adam, Senior Lecturer at the School of Business Management, University Utara Malaysia, for all the endless support, guidance, encouragement, motivational words, criticism and patience given throughout the period of completing this dissertation.

Also, not forgetting to my close friends, Nur Fatihah Husin, Nur Ayuni, Mohd Syafiq, and Mohd Fitri. They continually provide me with their support, sharing time with me in joy and in tears as well as during the good times and surviving the hard times. I really appreciate all the help they had given and will not be forgotten.

I must also express my very profound gratitude to my father, Mokhtar Hashim and Mother, Salasiah Bahari for providing me with endless love, unfailing support and continuous encouragement in my life as well as throughout my years of study and through the process of writing this thesis. This accomplishment would not have been possible without both of you. Love both of you most. May Allah bless both of you. Words of thanks are also extended to a special friend, Amier Adha, whom I am married to now, for the love and encouragement given throughout my study.

Last but not least, I would also like to express my appreciation and thanks to the all the employees of the hotels Taiping, Perak, who were involved in helping me during the data collecting process. Their support had helped me achieve success in completing this research. Without their involvement, contributions, cooperation, and support, the completion of this dissertation would not have been possible.

Thank You.

TABLE OF CONTENTS

Content	Page
Permission to Use	i
Abstract	ii
Abstrak	iii
Acknowledgement	iv
Table of Content	v
List of Figures	x
List of Abbreviations	xiii
 CHAPTER ONE: INTRODUCTION	
1.0 Chapter Introduction	1
1.1 Background of the Study	1
1.2 Problem Statement	5
1.3 Research Questions	8
1.4 Research Objectives	8
1.4.1 Main Objective	8
1.4.2 The Specific of Objective	9
1.5 Significance of the Study	9
1.6 Scope of the Study	11
1.7 Operational Definition of Key Terms	13
1.8 Organization of the Study	14
 CHAPTER TWO: LITERATURE REVIEW	
2.0 Chapter Introduction	15
2.1 Customer Satisfaction	15

2.1.1 Definition of Customer Satisfaction	16
2.1.2 Concept of Customer Satisfaction	17
2.2 Employees' Perception of Customer Satisfaction	19
2.3 Service Climate	21
2.3.1 Dimensions of Service Climate	23
2.4 Organizational Service Orientation	25
2.4.1 Dimensions of Organizational Service Orientation	27
2.4.1 Service Orientation in the Hospitality Industry	29
2.5 Service Employee Commitment	30
2.5.1 The Implication of Commitment	32
2.6 The Relationship Employee Commitment and Customer Satisfaction	32
2.7 Teamwork	33
2.7.1 Competencies of Teamwork	34
2.7.2 Dimensions of Teamwork Competencies	35
2.8 The Variable of the Study	37
2.8.1 Dependent Variable	37
2.8.2 Independent Variable	37
2.9 Theoretical Framework	37
2.10 Hypotheses of Study	39
2.11 Chapter Summary	40
 CHAPTER 3: RESEACRH METHODOLOGY	
3.0 Chapter Introduction	41
3.1 Research Design	41
3.2 Unit of Analysis	43
3.3 Population and Sampling	43
3.3.1 Sample size	44

3.3.2 Sampling Design	45
3.4 Questionnaire Design	45
3.5 Measurements of Study	46
3.5.1 Measurement of Construct	47
3.6 Data Collection Methods	51
3.7 Pre-Test	52
3.8 Pilot Test	53
3.9 Data Analysis Strategy	54
3.9.1 Reliability Test	54
3.9.2 Normality Test	56
3.9.3 Descriptive Statistics	56
3.9.4 Factor Analysis	57
3.9.5 Pearson Correlation Analysis	58
3.9.7 Multiple Regression Analysis	59
3.10 Chapter Conclusion	59

CHAPTER FOUR: FINDINGS

4.0 Chapter Introduction	61
4.1 Response Rate	61
4.2 Normality Test	62
4.3 Descriptive Statistic of Data	66
4.3.1 Gender of Respondents	66
4.3.2 Age Group of Respondents	67
4.3.3 Ethnic Group of Respondents	67
4.3.4 Religion of Respondents	68
4.3.5 Marital Status of Respondents	69
4.3.6 Income Monthly of Respondents	70
4.3.7 Duration of Service of Respondents	71

4.3.8 Education Level of Respondents	71
4.4 Goodness of Measure	72
4.4.1 Factor Analysis	73
4.4.1.1 Factor Analysis of Service Climate	74
4.4.1.2 Factor Analysis of Organizational Service Orientation	75
4.4.1.3 Factor Analysis of Service Employee Commitment	77
4.4.1.4 Factor Analysis of Teamwork	77
4.4.1.5 Factor Analysis of Employees' Perception of Customers' Satisfaction	78
4.4.2 Reliability Analysis	79
4.5 Mean and Standard Deviation of Data	80
4.5.1 Mean and Standard Deviation of Service Climate	81
4.5.2 Mean and Standard Deviation of Organizational Service Orientation	82
4.5.3 Mean and Standard Deviation of Service Employee Commitment	84
4.5.2 Mean and Standard Deviation of Teamwork	84
4.5.5 Mean and Standard Deviation of Employees' Perception of Customers' Satisfaction	85
4.6 Correlation Analysis	86
4.6.1 To Achieve Objective 1	86
4.6.2 To Achieve Objective 2	87
4.6.3 To Achieve Objective 3	89
4.6.4 To Achieve Objective 4	90
4.7 Regression Analysis	91
4.7.1 To Achieve Objective 5	91

4.7.2 Regression Analysis on Coefficient of Determination	92
4.7.3 Regression Analysis of Coefficient	93
4.8 Chapter Conclusion	95
 CHAPTER FIVE: DISCUSSION AND CONCLUSION	
5.0 Chapter Introduction	96
5.1 Recapitulation of the Study Findings	96
5.2 Discussion	98
5.2.1 Relationship Between Service Climate and Customer Satisfaction	98
5.2.2 Relationship Between Organizational Service Orientation and Customer Satisfaction	99
5.2.3 Relationship Between Employee Commitment and Customer Satisfaction	100
5.2.4 Relationship Between Teamwork and Customer Satisfaction	101
5.3 Implication of the Study	102
5.3.1 Managerial Implications	102
5.3.2 Theoretical Implications	108
5.4 Limitations and Suggestions for Future Research	109
5.5 Conclusion	109
 REFERENCES	111
APPENDICES	130

LIST OF TABLES

Title of Tables	Page
Table1.1 The Definition of Variables	13
Table 3.1 Table for Determining Sample Size of a Known Population	44
Table 3.2 Summarization of Questionnaire Construct	46
Table 3.3 Measurement Scales	47
Table 3.4 Summary of Measurement Construct	48
Table 3.5 Measurement Construct of Service Climate	48
Table 3.6 Measurement Construct of Organizational Service Orientation	49
Table 3.7 Measurement Construct of Employee Commitment	50
Table 3.8 Measurement Construct of Teamwork	50
Table3.9 Measurement Construct of Employee's Perception of Customers Satisfaction	51
Table 3.10 Internal Consistency Measurement	55
Table 3.11 Result of Reliability Test	55
Table 3.12 Pearson Correlation Coefficient of Scale	59
Table 4.1 Response Rate	62
Table 4.2 Gender of Respondents	66
Table 4.3 Age Group of Respondents	67
Table 4.4 Ethnic Group of Respondents	68
Table 4.5 Religion Group of Respondents	69
Table 4.6 Marital Status of Respondents	69
Table 4.7 Income Monthly of Respondents	70

Table 4.8 Duration of Service of Respondents	71
Table 4.9 Highest Education Level of Respondents	72
Table 4.10 Results of Factor Analysis on SC	75
Table 4.11 Results of Factor Analysis on OSO	76
Table 4.12 Results of Factor Analysis on SEC	77
Table 4.13 Results of Factor Analysis on Teamwork	78
Table 4.13 Results of Factor Analysis on Employee Perception of Customer Satisfaction	79
Table 4.15 Reliability Coefficient for the Variables in the Study	80
Table 4.16 Mean and Standard Deviation of Variables	81
Table 4.17 Mean and Standard Deviation of SC	82
Table 4.18 Mean and Standard Deviation of OSO	83
Table 4.19 Mean and Standard Deviation of SEC	84
Table 4.20 Mean and standard Deviation of Teamwork	85
Table 4.21 Mean and Standard deviation of Employee Perception of Customer Satisfaction	86
Table 4.22 Correlation between SC and Employee Perception of Customer Satisfaction	87
Table 4.23 Correlation between OSO and Employee Perception	88
Table 4.24 Correlation between SEC and Employee Perception of Customer Satisfaction	90
Table 4.25 Correlation between Teamwork and Employee Perception of Customer Satisfaction	91
Table 4.26 Regression Analysis Model Summary	93
Table 4.27 Regression Analysis on ANOVA	93
Table 4.28 Regression Analysis of Coefficient	94

LIST OF FIGURES

Figures	Page
Figure 1.1 Dimension of Service Climate	23
Figure 2.1 Theoretical Framework of the Research	38
Figure 3.1 Procedure Data of Collection	52
Figure 4.1 Normal Q-Q Plot SC	63
Figure 4.2 Normal Q-Q Plot OSO	64
Figure 4.3 Normal Q-Q Plot SEC	64
Figure 4.4 Normal Q-Q Plot Teamwork	65
Figure 4.5 Normal Q-Q Plot employee perception of customer satisfaction	65

LIST OF ABBREVIATIONS

SC	Service Climate
OSO	Organizational Service Orientation
SEC	Service Employee Commitment



UUM
Universiti Utara Malaysia

LIST OF APPENDICES

Appendix	Page
Appendix 1 Research Questionnaire	130
Appendix 2 Reliability for Pilot Test	135
Appendix 3 Normality Test	137
Appendix 4 Reliability for Real Data	140
Appendix 5 Descriptive Statistic	144
Appendix 6 Descriptive (Mean and Standard Deviation of Variables)	147
Appendix 7 Correlation Analysis	150
Appendix 8 Regression Analysis	151
Appendix 9 Factor Analysis	152

CHAPTER 1

INTRODUCTION

1.0 Chapter Introduction

This study examines the factors influencing customers' satisfaction based on employees' perception. These factors are service climate, organization service orientation, service employee commitment, and teamwork. In this chapter, there are nine parts. These parts are Background of the Study, Problem Statement, Research Questions, Research Objectives, Significance of Study, Scope of Study, Operational Definition of Key Terms and Organization of Study.

1.1 Background of the Study

Malaysia is among one of the popular tourist destinations in the world. Various programs had been established by the government as well as private sectors to develop the growth of tourism industry. In addition, Malaysia tries to attract local as well as international tourists from all over the world by organizing various form of activities. In this relation, hospitality industry has become one of the highest competitive service industries in Malaysia. However, the competition among players in the hospitality industry has become stringent with the increasing number of hotels in the country. Customers will have more options to choose from for their

accommodation. Hotels today, face great challenges due to the growing volume of customers as well as the pace of competition has increased (Routledge, 2003).

The hotel industry today has become as a global industry with organizations and customers spreading all over the world. Various facilities in hotels such as rooms, restaurants, bar, and nightclubs are no longer luxury services. These services have become an essential part of the lifestyle for customers. Hotels that try to enhance their market share by decreasing prices, will have a serious risk of having a negative effect on them in terms of the medium and long term profitability. It is the quality of the service provided rather than price that has become the main competitive capability for hotels to compete with competitors as well as to gain customer satisfaction.

In age of increasing competition among businesses, the way hotel operators differentiate their businesses from competitors is to produce quality services at the lowest costs. Therefore, service quality and focusing on customers satisfaction has become the important aspect for improvement. According to Dominici and Guzzo (2010) and Radojevic, Stanisic, and Stanic (2015), customers' satisfaction is a business philosophy that focuses on the significance of developing value for customers. Predicting and managing customers' expectation are ways to indicate the ability and responsibility of hotel operators to fulfill customers' needs. Accomplishing and retaining customers' satisfaction is one of the difficulties faced by organization in service industries. (Yen 2004; Radojevic, et.al, 2015).

Customers' satisfaction is a key component of marketing activity that links the purchasing processes and consumption with post purchase phenomena (Ha &

Jang, 2009; Liat, Mansori, & Huei, 2014). Various processes to satisfy customers have been implemented to improve hotel strategies in order for them to compete with their competitors. In this study, satisfaction is referred to as the feeling of happiness that a customer experiences after having the service that meet or beyond their expectation.

Customers' satisfaction is to evaluate the difference between the expectation and the experience of customers that they receive from the service. According to Song, Li, Veen and Chen, (2011) and Liat, Mansori and Huei, (2014) the degree of satisfaction related to a product or service is determined by the degree of satisfaction or dissatisfaction experienced by the customer. When examining the factors contributing to customers' satisfaction, especially in the hotel industry, it is found that customers assumed service quality to be one of the most crucial factors that contribute to customers' satisfaction (Abbasi, Khalid, Azam, & Riaz, 2010).

Service organizations have a unique characteristic as compared to businesses that produce and sell products in the market. The characteristics of hospitality industry consist of intangible products, interpersonal interactions and are simultaneous when being delivered to the customers (King, 1995; Dusek, 2014). In the service industry, service employees and customers will work together to deliver services at the same time. From these service activities, customers will gain their experience. Hence, employees are the important part of the service organizations especially in hotel industries. Employees play an important role in the operation of a successful hotels business because they are the drivers of competitive advantage in the hotel industry. One of the success factors for any firms

is to have the right employees. Hence, to motivate employees to effectively provide good service, organizations must generate and maintain d a good service climate. Thus, creating customers' satisfaction is the most important role to be played by hotel industries. (Davidson, 2003; Karatepe et al., 2009; He, Li, & Keung Lai, 2011).

In service industries, employees are the most important service component of the organization. They play a significant role in maintaining high service performance. Service employees control the overall organization service delivery to gain customers' satisfaction. Service delivery activities need service employees to execute services exceeding customers' expectation. In this relation, employees are required to provide extra roles in their service delivery activities in order to matched customers' needs and expectations. A hotel that wants to achieve customers' satisfaction needs to take and train their employees so that they are committed in fulfilling customers' needs and wants. These employees must be encouraged to provide and maintain excellent customer service. In addition, employees must have certain traits that are essential related to their personality such as empathy as well as the ability to predict customers' expectations.

Researchers and managers are still searching for strategies to improve service delivery to gain customers' satisfaction. Therefore, it is important to look at employees' perceptions of customers' satisfaction outcome as well as the evaluation of organization's ability to deliver high quality service. It is very important to gain the knowledge about customers' satisfaction based on the perception of employees' and how do these effects their services. However, most

studies generally focused on the customers to measure the level of customers' satisfaction. However, not many researches are found to emphasize on employees' perception of customers' satisfaction. Therefore, this study intends to examine the perception of employees related to customers satisfaction in the hotel industry as well as to evaluate the factors influencing customers satisfaction. Hence, this study explores the influence of service climate, organizational service orientation, and teamwork on employees' perception of customers' satisfaction.

1.2 Problem Statement

In the hospitality industry, enhancing customers' satisfaction is a necessity in order to provide value to customers and as well as to improve hotels' competitive advantages (Siguaw & Enz 1999). Nevertheless, this approach is expensive (Carev, 2008) Understanding these factors that contributed to customers' satisfaction is crucial. Service providers should make a right decision in their investment related to customer service. In addition, competition among hotels is increasing because of the increasing global hotel industry development. Therefore, it is crucial for hotels employees to emphasize the importance of service improvement for the business (Min & Min 1997).

In the past three decades or more, customers' satisfaction has been the main emphasized of traditional and contemporary studies of consumer behavior. Customers' satisfaction has widely been accepted as the backbone of business sustainability (Morgeson, & Krishnan, 2006; Mittal & Kamakura, 2001). If

customers evaluate their overall service experiences favorably, it is likely that their satisfaction levels and willingness or readiness to repurchase will increase (Chiu et al., 2012; Jani & Han, 2013). Therefore, achieving and maintaining customers' satisfaction is one of the greatest challenges faced by management in service industries (Yen, 2004).

However, customers' satisfaction has always formally been elaborated as the feeling experienced of post consumption feeling of a product or service as well as the interactivity that occur at the point of service encounter between employees and customers (Anaza 2010). This creates an atmosphere where satisfaction can also be measured at the point of service or as a result of the service encounter. This is known, as interactive marketing whereby a service marketing styles that occur at places like hotel checkout counters, bank teller counters, over the phone with an airline ticketing representative, or at restaurant setting.

In addition, customers' satisfaction has mostly been observed only from the customers' point of view (Hung & Wong, 2007), without examining other viewpoints. This one-sided depiction of satisfaction reduces the actual portrayal of what a service encounter entails (Anaza 2010). A service encounter is defined as the dyadic interaction that occurs between a customer and an employee, sometimes referred to as a service provider (Suprenant & Solomon, 1987) or an internal customer (Berry, 1981). This interaction represents the interpersonal relationship between internal and external customers during an exchange setting of some sort. Nevertheless, with all that is being said about customers' satisfaction, social researchers have emphasized that a few researches exist that centers on an

employees' perception of customers' satisfaction (Hung & Wong, 2007; Anaza, 2010)

In the service industry, employees basically played an important part in ensuring customers' satisfaction (Anaza 2010). Employees typically encounter a great variety of customers' requests, unexpected contingencies, and uncertainties arising from the substantial intrinsic human interaction in service delivery systems (Frei 2006, Fitzsimmons et al. 2014). Employees are the first person whom customers interact with when making purchasing decisions and automatically become the face of the company (Stefanous & Sarmaniotis, 2003). Because of their own ability to observe customers behavior from such a close range, employees are able to influence the outcome of service encounters, including the instantaneity of satisfaction experienced by their customers. If employees can precisely act as proxies for customers' satisfaction, therefore empirical studies must concentrate in understanding employees' perception of customers' satisfaction (Davidson, 2003; Hung & Wong, 2007) Yet, only a few research efforts have been made to understand customers' satisfaction using employees' perceptions (Anaza, 2010; He, et. al 2010; Mei & Li 2017) The lack of examination on this topic presents a major shortcoming within the satisfaction literature. Hence, this research will investigate the factors that influenced of customers' satisfaction based on employees' perception in the hotel industry.

1.3 Research Questions

Five research questions have been formulated to achieve the objectives of this study. These research questions are as follows:

1. Does service climate has a relationship with employees' perception of customers' satisfaction?
2. Does organizational service orientation has a relationship with employees' perception of customers' satisfaction?
3. Does employee commitment has a relationship with employees' perception of customers' satisfaction?
4. Does teamwork has a relationship with employees' perception of customers' satisfaction?
5. Does service climate, organizational service orientation, employee commitment and teamwork influence employees' perception of customers' satisfaction?

1.4 Research Objectives

1.4.1 Main Objective

The main objective of this study is to examine the relationship between service climate organizational service orientation, employee's commitment and teamwork on employees' perception of customers' satisfaction.

1.4.2 The Specific Objectives

These specific objectives of this study are as follows:

1. To determine the relationship between service climate and employees' perception of customers' satisfaction.
2. To determine the relationship between organizational service orientation and employees' perception of customers' satisfaction.
3. To determine the relationship between employee commitment and employees' perception of customers' satisfaction.
4. To determine the relationship between teamwork and employees' perception of customers' satisfaction.
5. To examine the influence of service climate, organizational service orientation, employees' commitment, and teamwork towards employees' perception of customers' satisfaction.

1.5 Significance of the Study

This study aims to investigate the relationship between service climate, organizational service orientation, employee commitment and teamwork on the employees' perception of customers' satisfaction. Service activities performed by employees in hotel industries should be evaluated precisely to obtain the level of services provided by these hotels. This study hopes to contribute some knowledge to all parties especially managers in hospitality industry for them to be successful

in providing services and understand their customers' needs and wants. This research will help hotel management to improve their service through service climate, organizational service orientation, employee commitment and teamwork. In this relation, this study attempts to focus on employees' perception of customers' satisfaction in hotel industry. Studies have proven that employees' perception of customers' satisfaction strongly relates to actual customer satisfaction itself (Schneider & Bowen, 1985, He et al 2010).

The important of customers' satisfaction in business profitability can never be overstated (Yi, 1990). Since firms are increasingly looking for ways to improved customers' satisfaction, this study determines an alternative platform to capture customers' satisfaction from employees' perception. The acquisition of customer information through employees' perceptions provide business managers with a faster assessment in measuring and enhancing customer service encounters. Using this alternative measure of customers' satisfaction, offers practitioners a pragmatic, cheaper, and quicker means of ensuring that customers are always being satisfied during any service encounters. However, few research articles to date have examined the concept of employee perceptions of customer satisfaction (Davidson, 2003; Hung & Wong, 2007; Manning et al., 2005, Anaza, 2010, He et al, 2010). Therefore, there appears to be a growing demand for more documentable research in this area.

Next, this study attempts to provide the knowledge of how service climate, organizational service orientation, employee commitment and teamwork can improve customer satisfaction in the hotels industry. Specifically, this study also

provides hotel managers ways to provide better service in future as well as to set their marketing plan and strategies in order to obtain customers' satisfaction. This research would also be useful to parties that are related to hotel industry in Malaysia specially to maintain hotel performance and ranking. In addition, this study will help hotel managers to understand their customers more in order to improve their service.

Besides, organization might be able to identify factors that may affect customer satisfaction most. Organizations can obtain valuable information in order to compete with their competitors and, hence maximizing profit. Organizations should be aware about their customer satisfaction. When customers are satisfied with their service, this will create positive word-of-mouth and image of the organization. It is hope that this study would further contribute to the body of knowledge to the body of knowledge related to customers' satisfaction and be a valuable source information for the future research related in this topic.

1.6 Scope of the Study

This study focuses on four factors that influenced customers satisfaction based on employees' perception. These four factors are service climate, organizational behavior orientation, employee commitment and teamwork. In this research, hotel employees are chosen as the subject of study because of they played a significant role in their organization to deliver services to the customers.

The dependent variables in this study is employees' perception of customers satisfaction while the independent variables, are service climate, organizational

service orientation, employee commitment and teamwork. However, previous study mostly focused on customer satisfaction view, which means that, previous researcher uses customers as their subject to measure level of customers satisfaction. Hence, this study, measures employees' perception of customers' satisfaction. This is because employees are closer to customers while delivering services and hence, they know the behaviors of customer better.

In addition, this study examines, the relationship between service climate, organizational service orientation, employee commitment and teamwork on the perception of hotel employees related to the customers satisfaction. Besides, it also examines the influence of service climate, organizational service orientation, employee commitment and teamwork towards the perception of hotel employees related to the customers satisfaction.

The list of hotels is obtained from the Taiping Municipal Council. The respondents are obtained from the staff directory of each hotels that are under studied. These hotel employees were selected to be the respondents in this study because they are the individuals that deliver services to the customers and have direct contact with the customers.

1.7 Operational Definition of Key Terms

There are several important of key terms need to be defined to facilitate a common understanding. The following operational definitions were used for all the variables studied. These definitions are presented in Table 1.1 below.

Table 1.1
The definition of variables

Variables	Definition
Customers' Satisfaction	<p>It can be defined as an overall positives assessment of performance related to the customers experience after using the service (Fornell 1992; Anderson 1994).</p> <p>In addition, satisfaction is about the impression off customers feeling or emotions towards service quality in the hotel industry (Hansemark & Albinson 2004).</p> <p>In this study customers' satisfaction is viewed from the employees' point of view.</p>
Service Climate	<p>Service climate refers to the employees' perceptions related on the organizational policies, practices and procedures, which encourage a climate that expects and rewards customer service and is related on the fundamental help given by organization through training, resources, managerial practices, and assistance require perform effectively (Schneider et al., 1998).</p>
Organizational Service Orientation	<p>An organizational service orientation refers to an organization wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service giving behaviors that create and deliver service excellence</p> <p>(Lytle, Hom & Mokwa, 1998)</p>

Employee commitment	Employee commitment is characterized as the psychological attachment felt by an individual for the organization. Committed a person trust in, and accept, organizational goals and values. They need to stay in the organization and commit themselves to give quality service for the benefit of the organization (Chen, 2007)
Teamwork	Teamwork is clarified as a capacity to work efficiently as an individual from group” is difficult to being successful in the workplace (Andrew, 2011).

1.8 Organization of the Study

This study consists of five chapters. Chapter One explains the background of the study, research problem, research questions and objectives, significance of the study, and operational definitions of the key terms. Chapter Two explore past research literature on the dependent variables and independent variables pertaining to the theoretical framework in this study. Chapter Three explains the research design and the research methodology while Chapter Four elaborates the findings and the results of the study. Finally, Chapter Five discusses findings, the implications and limitations of the study as well as also providing suggestions for future research

CHAPTER TWO

LITERATURE REVIEW

2.0 Chapter Introduction

In this chapter, the review literature is arranged according to dependent variables and independent variables. The first part of this chapter discusses the dependent variable. The second part provide the literature related to the independent variables (service climate, organizational service orientation, employee commitment and teamwork.

2.1 Customers' Satisfaction.

Since 1970, customers' satisfaction becomes a topic of research for the past four decades (Parker & Mathews, 2001). There is still a need to discover the antecedents and consequences of customers satisfaction that able to fit in today's business undertaking (Albayrak & Caber, 2015; Athanassopoulos & Iliakopoulos, 2003). Hence, the role of customers' satisfaction still continues to be a central focus of marketing concept in relation to pre-consumption and post-consumption (Ameer, 2014). Customers satisfaction is considered as the core for success business performance, profitability and competitive advantage (Yeung, Ramasamy, Chen, & Paliwoda, 2013).

2.1.1 Definition of Customers' Satisfaction

Basically, from previous literature, there were two basic elaboration of satisfaction. First, it was suggested that satisfaction is an assessment process between a “pre-consumption expectation” and the “post-consumption perceived performance” by comparing both aspects. For instance, Yi (1990) stated that customer satisfaction is a collective outcome of perception, assessment and psychological reaction to the consumption expectation with a product or services. Kotler, (2000) defined satisfaction as a individual's feelings of delight or dissatisfaction resulting from differentiate a product's or service's perceived performance or result in relation to his or her expectations.

Secondly, satisfaction was interpreted as an outcome of a consumption activity or experience (Cheng, 2011; Parker & Mathews, 2001). According to Varva (1997), satisfaction is not a universal incident and degree of satisfaction among those who experience a hospitality service were not parallel. These situations could be clarified through different needs fulfillment for customers, purposes and preceding experiences that stimulates the customers' expectations. Varva (1997) defined satisfaction outcome from the experience of consumption. Another definition of customer satisfaction as defined by Oliver (1997) as the consumers' fulfillment response, the level to which the degree of fulfillment is satisfying or unsatisfying. Oliver's definition was popular used in customer satisfaction studies. In this study, the definition of customers satisfaction follows Oliver (1997).

2.1.2 The Concept of Customer Satisfaction

In the context of research undertaking, the conceptualization of customers' satisfaction was explained in various ways. It is important part to apply the right concept of customers' satisfaction because to avoid any distraction of performance result or outcome from target group. Most of the definitions of customers' satisfaction in literature were process based on the evaluation process (Ameer, 2014). This classification of definition conceptualizes customers' satisfaction as cognitive components by adapting the expectancy disconfirmation model (McMullan & O'Neill, 2010). Oliver (1980) studied the expectation disconfirmation paradigm of satisfaction theoretical framework. He viewed that consumers differentiate post-purchase performance evaluation of products and services in opposition to pre-purchase expectations when judging satisfaction. Oliver (1980) further explained that satisfaction was a main function of standard and perceived discrepancy experience may happen at the certain of beginning point.

In addition, a state of positive disconfirmation is experienced when perceived performance is more than customers' pre-purchase expectation and the outcome is whether the customer is satisfied or delighted. Nevertheless, when post-purchase performance is below than customers' pre-purchase expectation, it will result a negative disconfirmation that causes the customers to feel dissatisfaction (Loureiro, Miranda, & Breazeale, 2014). Next, customers' satisfaction concept under the process based is reflects to various element judgment pertaining to a

certain transaction which is known as transaction-specific satisfaction (Loureiro, et al., 2014; Koufteros, Droge, Heim, Massad, & Vickery, 2014).

However, previous studies had recommended that cumulative satisfaction concept is more consistent with treatments of customer satisfaction in both economy psychology and welfare economics (Johnson, Herrmann, & Gustafsson, 2002). Study undertaken by Loureiro et al. (2014) had confirmed that cumulative perspective is a superior predictor of customer loyalty as well as result of previous studies. The significance of cumulative approach is that it takes benefit of aggregate series of occasions as well as measures and provides a reliable performance benchmark for making broad based comparison (Johnson et al., 2002).

Moreover, from a difference perspective, the satisfaction concept should have both components which are cognitive and affective components in which they are not commonly exclusive components. Oliver (1993) disagree that cognitive perspectives from satisfaction is still not adequately presented and incorporation of affective components into satisfaction concept from two affective states namely positive and negative effects in post consumption level was suggested. In addition, this satisfaction concept supported another researcher, for example, Koenig-Lewis and Adrian (2014), Olsen (2002), Liljander and Strandvik (1997) and Dubé-Rioux (1990).

Next, Oliver (1997) clarify satisfaction as the consumer's fulfillment response, the level to which the degree of fulfillment is satisfy or unsatisfied. In this argument, Lin (2003) had concluded that customer satisfaction was acquired from a cognitive and affective assessment by differentiate expected and perceived

performance via multiple factors. In addition, Lin (2003) further describes that, when customer is dissatisfied, it shows that the perceived performance is below than expected outcome. In contrast, if customer is satisfied, it means, the perceived performance is exceeding expectation. The findings by Narteh and Kuada (2014) was supported by Lin's (2003) study. The cumulative satisfaction concept was applied in the current study because it more acceptable with suggested scope of population, more consistent (Johnson et al., 2002), more high prediction (Loureiro et al., 2014) and inclusive scope of satisfaction can be evaluated through aggregate series of occasions.

2.2 Employees Perception of Customers' Satisfaction

The focal point in this study is on employees' perception of customers' satisfaction. Hence, a brief discussion on employees' perception of customers' satisfaction is necessary. Previous studies have found that there is a strong relationship between employees' perception of customers' satisfaction and actual customers' satisfaction ratings (Davidson et al., 2001; Davidson, 2003). The similarity of both constructs is from the boundary-spanning role of the contact employees in the firm, which provide them the opportunity to regularly communicate with external customers. This communication or other words interaction makes front-line employees better able to understand customer needs and problems, especially needs stemming from service failures. Next, employees gain momentary customers feedbacks during interactions or communicate with customer, which help them arrange their behavior

or attitude to address needs and wants of customers based on moment to moment feedbacks received (Bitner et al., 1994).

In addition, previous research findings have shown that employees' perception of customers' attitude can be accurately conveyed through employees' behavior themselves. Schneider et al. (1980) found a significant correlation between customers and employees attitudes pertaining service quality across 23 banking settings. In a replicated study, Schneider and Bowen (1985) found a similar significant correlation between employee and customer attitudes related to customers service quality. From these outcomes, it can be concluded that the psychological, and organizational closeness between customers and employees reduce the boundaries that were set up to keep customers and employees apart. Next, it also shows that the strength of similarity between employee and customer attitudes and perceptions towards satisfaction (Schneider & Bowen, 1985).

Even though, many marketers and consumer behaviorists remain the focus of any study is on customer satisfaction (Yi, 1990), researchers have suggested that the identification of employees' perceptions, attitudes, and intentions ought to be considered in order to comprehend organizational actions and customer attitudes (Schneider et al., 1980; Schneider & Bowen, 1985). Importantly, in the service industry such as restaurants or dining courts, employees' perception of customer attitudes should be used, where it is sometimes impossible to acquire direct evaluation of the service quality or product performance (Davidson, 2000; Davidson et al., 2001). Therefore, this sort of suggestion has led to research emphasis on employees' perception of customers' satisfaction. In understanding

human perception, according to Schneider et al. (1980), they suggested that no human behavior can occur without the existence of people's perceptions. However, the notion of perceptions draws with its certain criticism for being subjective and liable to human bias. Schneider et al. (1980) rebuffed the criticism by noting that people's perceptions reflect realistic and agreeable depictions of encounters in natural environments.

According to Westbrook (1981), service providers tend to detect the same degree of satisfaction as a spill-over effect outcome from a careful analysis of the employee's performance during the encounter, it is considered as customer are satisfied. Besides that, during employee-customer interaction, service providers can also detect the degree of customer satisfaction based on customer's feedback (Bitner et al., 1994). For an example, there is closeness between the service consumed by the end-user consumer and the service provided by the employee.

2.3 Service Climate

Service climate may be said as employees' impression based on the organizational policies, practices and procedures, which advocate a climate that expects and rewards customer service. According to Schneider et al., (1998), service climate is based on the fundamental help provided by organization through resources, training, managerial practices, and assistance require to achieved successfully. In this line, service climate might be characterized as a person, beyond an organizational feature, measured in terms of impression that are psychologically

meaningful to the person, more than in terms of concrete organizational attribute. Hence, the benefit of service climate, remain on impression on individual employees, which impact individuals' behavior (Bagozzi,1992).

However, Schneider and Bowen (1993) contended that benefits of service climate may comprise of few practices which encourage offering excellent quality service and making supportive conditions, for example, efforts related to evacuate barrier to work and other human resource policies. Moreover, Shainesh and Sharma (2003) proposed that customer orientation, managerial practices and customer feedback is other facets of service climate. Customer orientation may be included as one aspect of service climate which is customer feedback. Therefore, service climate is suggested to have three main dimensions, which are customer orientation, managerial support, and work facilitation.

As indicated by Day (1994), customer orientation is characterized as setting a high inclination on customers interests, producing and utilizing data about their customers, and making frameworks to follow up on such data it incorporates the segment of customers actions made by an employee in a way that supports and rewards delivery of quality service. Next, work facilitation means delivery of quality supported by all working conditions, for example basic human resource practices, directions, and collaboration regarding workmates. These dimensions are both correlated with each other as shown in Figure 1. Customer orientation is the fundamental dimensions of service climate which ascertain the guidance and direction of service. Managerial support and work facilitation are the two “wheels” of the carriage, to realize quality service.

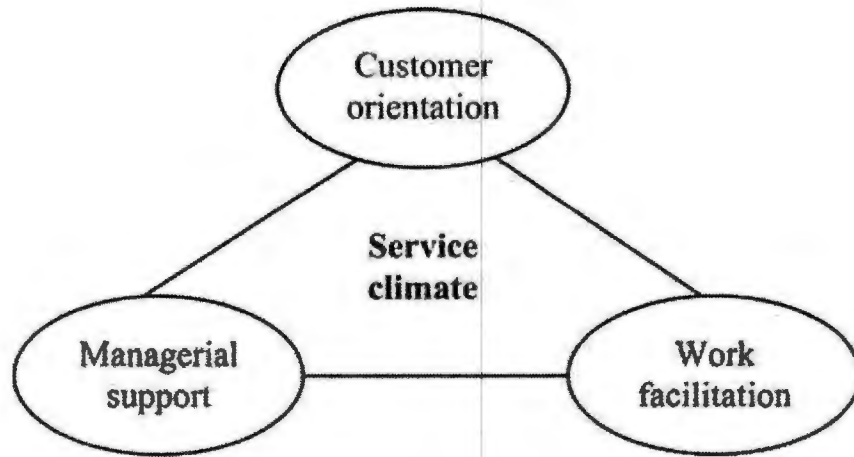


Figure 1.1:
Dimensions of Service Climate
Sources: He, Li, & Keung Lai, (2011)

2.3.1 Dimension of service climate

He, Li and Keung Lai, (2011) characterized different dimensions of service climate separately. These dimensions of service climate are customer orientation, managerial support and work facilitation. These factors are used to identify the relationship between service climate and customers satisfaction.

i. Customer Orientation

Customer orientation concern with the needs of understanding customers' interests and needs and delivering suitable solutions (Victoria, 2010). Victoria (2010) in her study state that to improve the level of service quality, the individuals must do things that understand and satisfy the needs of both internal customers and patients (external customers)

Day (1994) defined that customer orientation means putting a high need on customer interest, producing and utilizing information about customer and making systems to follow up the information. It also consists of actions to entertain customer feedback (Shainesh & Sharma, 2003). Customer orientation is an individual-level construct that must be present if service organization's wants to be market oriented.

ii. Managerial Support

Managerial support means an action taken by an employee to guide and reward the delivery of quality service for example, objective setting, work planning, coordination, and recognition and rewards. (Schneider et al. 1998)

iii. Work facilitation

Work facilitation are all the working environment that support delivery of quality service, for instance, human resource practices, guidance, and collaboration with teammate. (Day, 1994)

Hence, from the above discussion, Hypothesis 1 is put forward as below.

H1: There is a significant relationship between service climate and employee perceptions of customer satisfaction.

2.4 Organizational Service Orientation

Organizations, if they are to be better as compared to their rivals in the market and achieve high performance as the values delivered to customers, it stems not from individual activities of each service providing employee, but it is from the organizational activities of employees with the similar motivation related their organizational goal. Therefore, organizational service orientation is considered as an important factor for organization (Gonzalez & Garazo, 2006). Then, organizational culture plays a critical role in this aspect. Organizational culture has separate dimension pertaining to the various aspect of an organization's existence (Clark & Mount, 2006).

Human resource policies are significant factors that determines the superiority rather than competitor which is a construct considered as a institutional support and culture (Alpkan, Bulut, Gunday, Ulusoy, & Kilic, 2010; Wu, Wang, Tseng, & Wu, 2009). Specifically, communication with bosses or workmates (MacMillan, Block, & Narasimha, 1986), powerful leadership (Kemelgor, 2002), internal collective cooperation (Comeche & Loras, 2010; Stewart, 1989), implementation of organized systems (Chandler, Keller, & Lyon, 2000) for human resources, should be regularly supported as organizational investments. (Sebora & Theerapatvong, 2010).

In addition, from resources-based view, it is suggested that variations in the resources of companies determine the corporate performance (Huang, Chou, & Lee, 2010; Lin, Lin, & Lin, 2010) and that the effective use of resources plays an

important role in securing the strategic superiority in a market (Wernerfelt, 1984). In other words, the view clarifies that if business create values in a unique way, it shows that the retention of superiority is achieved, which cannot be simply replicate by competitors. It also indicates the significant of investment in and support for the human resources of a company. In this perspective, leading human resources to perform service-oriented behaviors and achieve positive performance by creating service-oriented culture at the organizational level is particularly significant in-service industries is crucial.

Hence, organizational service orientation is concerning the need for an organization's culture to be oriented among customers and competitors (Lusch, Vargo, & O'Brien, 2007). Empirical research has indicated a few positive outcomes of organizational service orientation, such as improving profitability (Lytle & Timmerman, 2006; Yoon, Choi, & Park, 2007), and increased employees' commitment (Kim, Leong, & Lee, 2005). In other words, organizational service orientation brings out employees' favorable attitudes and provide them with positive motivation pertaining to their job. Therefore, overall organizational improvement is crucial to be obtained through creating a service-oriented atmosphere. (Bettencourt & Brown, 1997). For example, Brown, Mowen, Donovan, and Licata (2002) specified that employees' customer-oriented process is central to an organization's service orientation. In addition, Schneider, Parkington, and Buxton (1980) also indicated that a high correlation exists between employees' perception of service orientation and the customers' perception of overall service quality. In this relation, Lytle and Timmerman, (2006), stated that

employees' experience with their own internal service-oriented environment affects customers' overall service experience.

Due to the current industry attribute of inseparability and intangibility, hospitality industry management must achieve to organizational service orientation more carefully rather than management in other industries (Kim et al., 2005). Moreover, in the situation of service -oriented business, an example, as hotels, employees' hotels are service providers engaging in direct face-to-face encounters with their customer. Therefore, organizational service orientation that plays an essential role in controlling service quality is relatively more influential (Gonzalez & Garazo, 2006). In addition, customers obtain satisfaction and perception of service quality totally through those employees with whom they are in personal contact, making it important to manage the such employees' organizational service orientation throughout their job-fulfilling process (Homburg et al., 2002).

2.4.1 Dimensions of Organizational Service Orientation.

Gonzalez and Garazo, (2006), Lytle et al., (1998) and Urban, (2009), found proved that organizational service orientation enables us to differentiate four components of practices, which are service leadership, service encounter, human resource management and service system. Generally, a study by Lytle et al. (1998), the current study divided the dimensions of organization service orientation into service leadership practices, service encounter practices, human resources

management practices, and service system practices. These dimensions can be summarized in four elements as follows:

i. Service Leadership Practices

As mention by Spears, (1998), service leadership is the crucial basis for the service attitude formed within organizations. It is also considered manager's efforts to improve service and suggestion of vision. Organizations constantly spends time "in the field or "on the floor" with both of customer and frontline employees will create more favorable work attitude and conditions in the organization.

ii. Service Encounter Practices

Service encounter practice refers to the communication between customers and employees. This concept encloses employee empowerment and cooperation among teammate or workmates. For instance, hotels staff who have a freedom and authority to act independently on order to serve a quality service will be more motivated in performing their job tasks.

iii. Human Resource Management (HRM) Practices

Human resource practices are related to recruiting employees, job training and service-related activities. Good human resource management practices is organization will provide good incentives and rewards at all level of service quality and is not based on productivity alone.

iv. Service System Practices

The service system practice consists of prevention of service failure, service recovery, and make a good communication. These organization have excellent customer complaint handling system for service follow-up.

2.4.2 Service Orientation in The Hospitality Industry

According to Kim et al., (2003, 2005), this issue has been a point of interest to researchers and operators in the hotels industry because of the lack of scholarly research on service orientation in the hotel industry. Consequently, a service orientation phenomenon is important in the hotel industry with a high level of dependence on human service committed employees has positive outcome on the service they offer to customers. (Culton, 1990).

In addition, a service-oriented culture in hotel services will led customers have high expectations for the service, (Chen, 2011). In their studies of hotels, Gonzalez and Garazo (2006) and Lee (2007) identified service orientation, based on the study of Lytle, Hom, and Mokwa (1998), and Gonzalez and Garazo (2006), classified service orientation into four components which are service leadership, service encounter, human resource practices HRM, and service system.

Hence, based in the discussion above, hypothesis two is put forward.

H2: There is a significant between organizational service orientation and employees' perception of customers' satisfaction.

2.5 Service Employee Commitment

According to Bowen, (1996) and Bowen and Lawler, (1992), service employees, must be satisfied, motivated and able to do their job without organizational barrier if they are to serve great service to customers. However, Bowen (1996) argued that firms need to help service employees for them to better serve customers. In this relation, managerial behaviors crucial shape organizational culture and that in world-class service operations managers leverage intangible aspects of employee coaching and development.

In relationship marketing paradigm, commitment is referred to as a central concept (Dwyer, Paul & Sejo.1987; Morgan & Hunt 1994). It has been differently defined as an implicit or explicit pledge or relational continuity between exchange partners (Dwyer et al. 1987) or as the psychological attachment to an organization (Gruen, Summers & Acito, 2000). However, in the literature pertaining on the distinction between attitudinal and behavioral commitment has some confusion (Meyer & Allen, 1997). According to Davis and Newstrom (2001) employees experience a level of loyalty pertaining to his or her time with the organization, and their willingness to constantly participating or working with the organization. Organizational commitment refers to an emotional connection that employees feel about his job.

As mentioned by Gruen et al., (2000) and Verhoef, Franses and Hoekstra, (2000), commitment has been treated as a multidimensional construct. Meyer and Herscovitch (2001) found that despite the use of not same labels considerable

research support has been constructed for three dimensions of commitment originally proposed by Meyer and Allen (1991) which are affective, continuance and normative and these dimensions are suitable of the target of commitment.

Employee commitment means the psychological attachment felt by an individual for the organization. They want to keep in the organization and commit themselves to serve quality service on behalf of the organization (Chen,2007). Employees are in the know whether their service are expected or not. Thus, employees must serve a great service to their customers (Liao & Chuang, 2004). Customer orientation, one of the dimensions of the service climate, is a feeling of pride in having a place with an organization in which all department and a person work related the similar goal of fulfilling customers.

Moreover, Pesamaa and Hair (2007) stated there are two types of commitment which is interpersonal and interorganizational. They found that interpersonal commitment mediates the impact of believe and reciprocity on interorganizational commitment. It is a significance mechanism for establishing stronger relationships (Pesamaa & Hair, 2007). To measure the strength and performance in a relationship between unit and an individual, it can overcome temporal difficulties which make a commitment as a acceptable parameter.

Meyer, Becker and Vandenberghe (2004) concluded that commitment is a psychological state that distinguish an employees' relationship with the organization and effects the decision to stay or leave membership in the organization. In some situation, employees do not leave the organization because they do not want to leave because of high affective commitment.

2.5.1 The Implications of Commitment

Previous studies of commitment have put much concern on the effect of commitment on employee-turnover. However, what employees do on the job is a crucial, or more crucial, rather than whether they remain. The most significance is that it is hard to measure a direct relationship between employee commitment and customer satisfaction because there are a lot of intervening factors, for example, organizational climate or organizational support. Lawler, Mohrman and Ledford (1995) concluded that commitment (and involvement) have positive effects on, pertaining other things, productivity, quality and competitiveness. They also found that committed employees are more satisfied with their job and in turn with provide excellent service.

2.6 The relationship Employee commitment and Customer Satisfaction.

According to (Chen et al., 2002), in past literature, commitment has been found to be causally-related with employee performance. Employees commitment provide a mental bond that motivate individuals to act in manner that are remain with the interest of the organization. In addition, Farha et al. (1998) found that employee commitment was positively related to sales performance. Cooperation or commitment to the organization can be advantageous to customer satisfaction in two ways. Firstly, is to serve high quality service to customers, employees basically

being committed to their organizations (Boshoff & Tait, 1996). Secondly, committed employees are satisfied with their task and this sense of satisfaction is passed down to the customers (Ulrich et al., 1991). Thus, in this research purpose the third hypothesis as below.

H3: There is a significant relationship between service employee commitment and employees' perception of customers satisfaction

2.7 Teamwork

Salas et al., (2005) defined teamwork outcomes as team effectiveness, a construct which consist fulfillment of work and quality of team communication. The inputs of the teamwork consist the attributes of individual group members for example, is their capabilities and past experiences described by Fernandez et al. (2008). To clarify what every member give to teamwork process is when they put all these inputs more on expertise, and they should have knowledge and attitudes towards work. (Alonso et al. 2006). Next, for interrelated elements, facilitating coordinated performance (teamwork processes) should be applied together with knowledge, skills, and attitude for desired team objective (teamwork outputs) such as in a practical case would be if an effective team member, having commonality with workmate's responsibilities (knowledge). They must be able to spot lapses in their action (skill) and then ready to reach team outcomes (attitude) and would serve the necessary back-up assistance (skill). These mix interrelated dimensions of

knowledge, skills and attitudes appear in a package of input that each of person in group member should give in a particular team-working situation is termed as teamwork competencies (Woodruffe, 1993).

2.7.1 Competencies of Teamwork

Salas et al., (2005) produce the “big five” behaviors that is of concern when teamwork processes are in progress. In addition, Alonso et al. (2006) and Baker et al. (2010) construct the “big five” teamwork processes and inspected five skills required by individuals from a group. In the listed below is a description of teamwork competencies (“big five” competencies):

i. Situation monitoring

- Individuals have the ability to track fellow members’ as well as one’s performance and identify the occurrence of any problem.

ii. Mutual Support

- To reach team goal, providing support, task assistance and back-up, an individual must work effectively.

iii. Leadership

- Individuals are able to coordinate team tasks and able to motive their members to produce a positive work environment.

iv. Adaptability

- The person able to adjust and deal with changes in the working environment.

v. Communication

- The person able to transfer a message properly, acknowledging and confirming the messages received.

2.7.2 Dimension of Teamwork Competencies

Team work competencies is related to the “big five” competencies put forward by Baldwin et al., (1999). They suggested teamwork need of surgical trainees and distinguished two other specific behaviors in such a way to enlarge the fifth competency “communication” exceed the process or controlling messages efficiently. First, successful group members remain their teammates and leader informed. Second is they look for guidance if working more than their efficiency levels. According to Rychen and Salganik (2000) the discrimination between skills a competency is blurry. It is real to differentiate the conceptual between the terms. Skill defines as the application of one’s knowledge to fulfill work. In applying these skills, it takes an effective management of task’s components that consist of demonstrating skills as well as forming strategies.

Next competencies distinguished with teammates is given by Leggat (2007) who studied a successful group member in the healthcare industry. While the study emphasized on the circumstances of management teams, the research suggested an expanded model of competency dimension which could nevertheless be considers relevant in other disciplines. Synthesized from the widely cited work of Spencer et

al. (1994), Leggat's model suggested four dimensions of teamwork competencies: knowledge, skills, traits and motives as defined below:

i. Knowledge

- A person has specific information or learning. For example, knowledge of team processes and objectives.

ii. Skills

- Showing abilities to perform a specific task. For example; leadership, listening skills, time- management skills.

iii. Traits

- A person has personal characteristics, attitudes and disposition to act in a certain way. For example: self-confidence, respect for others.

iv. Motives

- A person able to repeat thoughts and values that drive behavior, for example commitment to qualify output as well as ethical practices.

Based on the discussion above, hypothesis four is put forward as below;

H4: There is a significant relationship between teamwork and employees perception of customers satisfaction.

2.8 The Variables of the Study

Variable can vary in value, in direction or usually will vary in terms of magnitude strength. There are two different types of variables in descriptive and casual research which are dependent variables and independent variables. Hence, independent and dependent variables are narrated between each other (Zikmund et al., 2010).

2.8.1 Dependent Variable

In this study, employees' perception of customers' satisfaction is the dependent variable.

2.8.2 Independent Variables

The independent variables in this study are service climate, organizational service orientation, employees' commitment and teamwork.

2.9 Theoretical Framework

According to Smyth (2004), research framework is a framework that is constructed from a combination of a wide range of belief, view and theories that help researchers to examined problems develop the question and search for relevant literature. Theoretical framework is a crucial part in any research. This is because it helps researchers to know the relationship between the factors that are essential

in the research problems. Research framework includes the relationship between dependent variable (DV) and independent variables (IV). In other words, DV will rely on independent variable (IV) and (DV) also do not change the (IV). In this study, there are four (IV's) and one (DV). The (DV) is "Employees' Perception on Customers' Satisfaction". The (IV) in this study consist of four factors which are service climate, organizational service orientation, employee commitment, and teamwork. The theoretical framework of this research is presented in the Figure 1.1 that shows all the variables under studied.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

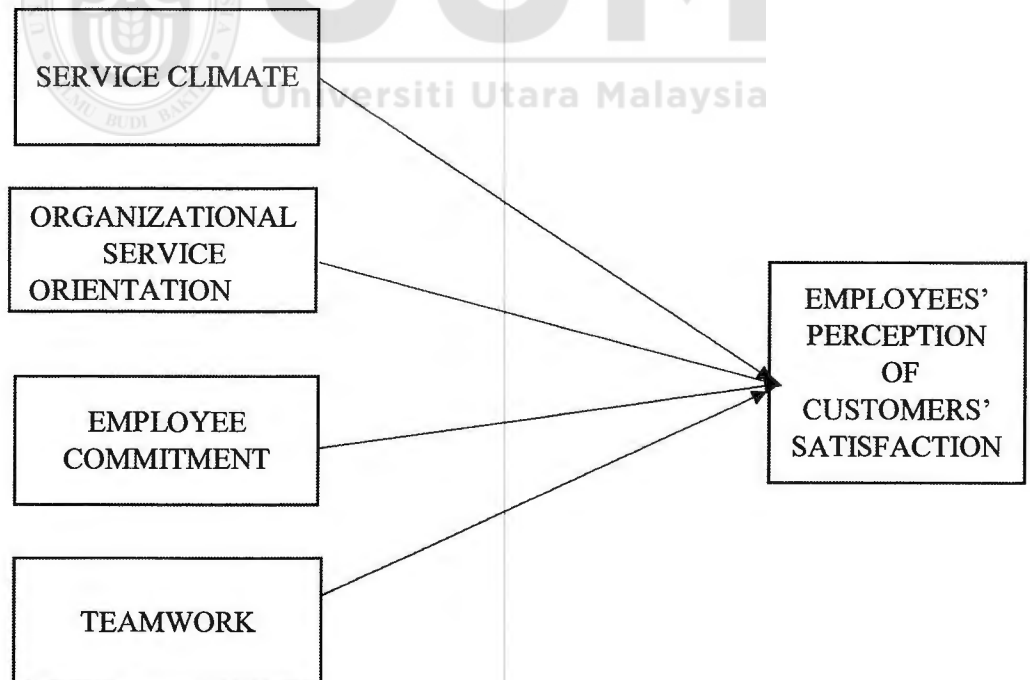


Figure 2.1
Theoretical Framework of the Research

2.10 Hypotheses of Study

The hypotheses of this study are as follows:

Hypothesis 1:

There is a significant relationship between service climate and employees' perceptions of customers satisfaction.

Hypothesis 2:

There is a significant relationship between organizational service orientation and employees' perception of customers' satisfaction.

Hypothesis 3:

There is a significant relationship between employees' commitment and employees' perception of customers' satisfaction.

Hypothesis 4:

There is a significant relationship between teamwork and employees' perception of customers' satisfaction.

Hypothesis 5:

There is a significant influence of service climate, organizational service orientation, employees' commitment, and teamwork towards the employees' perception of customers' satisfaction.

2.11 Chapter Summary

This chapter discusses the literature pertaining to this study. It discusses concepts, theories and other research literatures related to the independent variables and the dependent variable of the study. The literature explained in this chapter provide a basis in designing the research methodology. This will be illustrated in the following chapter.



UUM
Universiti Utara Malaysia

CHAPTER 3

METHODOLOGY

3.0 Chapter Introduction

This chapter focuses on the procedures and methodology that are used for data collection of the study. This chapter explains research design, measurements, data collection procedures, data analysis techniques and others. This chapter consists of eight parts which are: (1) Research Design, (2) Population and Sampling, (3) Questionnaire Design, (4) Measurement of Study, (5) Data Collection Method, (6) Pre-Test, (7) Pilot Test and (8) Data Analysis Strategy and (9) Conclusion

3.1 Research Design

This study is a quantitative research where it is associated with hypothesis testing where individual respondents represent a unit of analysis to examine the relationship between two or more factors. To understand on the attributes of the variables on this study, the descriptive analysis was conducted. This research examined the relationship between independent variables and dependent variable. The independent variables are service climate, organizational service orientation, employee commitment and teamwork while the dependent variable is employees' perception on customers' satisfaction. This study uses quantitative research approach because it is more reliable to look at the relationship between variables.

Kumar (2010) defined research design as a detailed sketch and analytical strategy of completing a research in answering each research question validly and accurately. It is blue print to enumerate the formalities and practices for assembling and analyzing the needed information. When conducting this research, the descriptive research is used to obtain meaningful insights into the relationship among variables, validate relationship, finalizing results and test the significance of the hypothesis.

In this research, data were collected through the distribution of questionnaires and analyzed through quantitative measure. Numeric values were collected from the responses of the questionnaires which can be used in statistical computation using Statistical Package for the Social Sciences (SPSS) and hypothesis testing (Zikmund et al, 2010). According to Sekaran (2003), it is stated that research method is used as a technique to conduct research in collecting the data, analysis data, evaluate the accuracy of the data on the research. The questionnaire were distributed to respondents to examine the effect of service climate, organizational service orientation, employee commitment and teamwork on the hotel employees' perception of customers' satisfaction. It sought to describe whether there is a positive or negative relationship between service climate, organizational service orientation, employee commitment, and teamwork on hotel employees' perception of customers' satisfaction.

Six-point Likert scales are used to measure all items in the questionnaire. Likert scales are used to measure employees' perception of customers' satisfaction. The main reason of using six-point scales is to decrease confusion on the

respondents because the respondents are needed to answer all the items in questionnaire per range scales from “extremely disagree” to “extremely agree”. A pilot test was also conducted to test the reliability on the items in the questionnaire.

3.2 Unit of Analysis

Unit of analysis defines who and what that are being studied in a research. It is the main entity that is being analyzed in a study. In social research, the characteristic unit of analysis contains individuals, group, social organization, and social artefact. In other words, the unit of analysis is when the researcher states whether a study will collect data about individual, organization, department, a group of organization or industry. In this research hotel employees were selected as the unit of analysis. This unit is selected because it is most suitable respondent for this research because they directly interact with the customers.

3.3 Population and Sampling

Zikmund et., al., (2010) defined that the population is a feature of objects that researchers are interested to be studied upon, but it is unreasonable for the researcher to obtain all members in the population. Therefore, a population sampling was used because it is a process to choose a smaller group from the population for the primary purpose of statistical analysis. On the other hand, Lohr (2009) clarified that the target population are the group of people where complete

collection of observation in relation to the research was taken. In this research, the sample from population will be selected from hotel employees in Taiping, Perak. The total number hotels in Taiping are fifty-five with a total number of 6325 employees.

3.3.1 Sample Size

According to Korsnick (1999), a sample of elements (e.g., hotel employees) is drawn from a well-defined population (e.g., hotel employees in Taiping, Perak). The number of sample size can be determined by using the table provided by Krejcie and Morgan (1970) that simplifies the process of sample size formula for determining the study population. The sample size according to this table is 364 respondents for 6325 population size.

Table 3.1
Krejcie and Morgan Population Table

Population size	Sample size
6000	361
7000	364
8000	367

Source: Krejcie and Morgan (1970)

3.3.2 Sampling Design

This research is conducted, by taking respondents from fifty-five hotels in Taiping. The population of the study comprised of employees in these hotels. In addition, to collect data more effectively, the questionnaires were distributed by using random sampling method whereby the samples that is selected are based on the list of the employees of the hotels in Taiping.

3.4 Questionnaire Design

Questionnaire is one of the most popular method that is used to collect data from respondents with series of question and other prompts. Zikmund (2010) stated that questionnaire method of collection data is faster and effective as compared to interview and verbal survey.

In this research, the questionnaire used a close-format whereby a scale from (1) “extremely disagree” to (6) “extremely disagree” is being used for respondents to choose. By using this format, the researcher is able to obtain valuable and appropriate information and reduce time in answering the questionnaire because the respondents were asked to choose an answer that closest to their view. There are 58 questions in the questionnaire. The questionnaire was divided into two sections. Section A contains eight demographic questions while section B contains 50 questions that are related to the dependent and independent variables. These questions are related to service climate, organizational service orientation,

employee commitment and teamwork on the employees' perception of customers' satisfaction.

Table 3.2
The Summary of questionnaire construct

Variable	No. Of Items	Items
Section A:		
Demographic Data	8	Section A: Item 1-8
Section B:		
Service Climate	12	Section B: 1-12
Organizational Service Orientation	19	Section B: 13-31
Employee Commitment	5	Section B: 32- 36
Teamwork	7	Section B: 37-43
Employee Perception on Customer Satisfaction	7	Section B: 44-50

3.5 Measurement of Study

Hair, Bush and Ortinau (2009) explained that the measurements used in a study is the method to determine the total of information about person, thought and objects of interest to identify the problem or any opportunity in the industry. Based on the results of the measurement, the researcher is able to explain and make conclusion to answer the research questions.

In this study, the Likert Scale measurement will be used to calculate and analyses the outcome. The Likert Scale measurement is the most popular used method because this scale allows respondents to give and rate their responds based on their agreement, either extremely agree or extremely disagree, with the ranking

from very negative and very positive attitude towards a topic and an object (Zikmund et. al., 2010). Table 3.3 below shows the Likert scale range measurement of the study.

Table 3.3
Measurement Scales

Scales	Score
Extremely Disagree	1
Strongly Disagree	2
Disagree	3
Agree	4
Strongly Agree	5
Extremely Agree	6

Source: Zikmund et. al., (2010)

3.5.1 Measurement of Construct

The data in this study were analyzed using “Statistical Package for Social Science” version 2.0 to ensure that the questions are and capable to achieve all the objective. The questionnaires were adapted from a trusted source based on previous research on employees’ perception of customers’ satisfaction. Table 3.4 shows the variable and source of questionnaires used in this study.

Table 3.4
Summary of Measurement of Construct

Construct	No. Of Items	Sources and Year
Service Climate	12	He, Li, and Lai (2010)
Organizational Service Orientation	19	Jung, and Yoon (2013).
Employee Commitment	5	Ellinger et al (2013)
Teamwork	7	Paguio and Jackling (2016).
Employee Perception on Customer Satisfaction	7	He et al (2010) Anaza, (2010).

The items that were used to measure service climate is adapted from He, Li, and Lai (2010). These items are as shown in Table 3.5

Table 3.5
Service Climate

- My hotel has a clear idea of our customers' needs.
- High quality service is emphasized as the best way to ensure customers in my hotel.
- The hotel defined its services provided from a customer's perspective.
- We are informed about customer's evaluation of the quality of our services.
- My hotel always gives us feedback about customer complaints quickly.
- The hotel management support when I come up with new ideas on how to improve customer service.
- The hotel management encourages me to provide high quality services.
- The hotel management is always responsive to my requests to assist in doing the job.
- The hotel management is committed to improving service within our organization.
- I got enough support from my friends to do my job well.
- If I perform job well, i receive appropriate recognition and reward.
- I have access to my information when I need it to do my work.

Sources: He, Li, & Lai (2010)

The items that were used to measure organizational service orientation is adapted from Jung and Yoon (2013). These items are as shown in Table 3.6 below.

Table 3.6
Organizational Service Orientation

- My hotel often spend time with customers and employees.
- My hotel always provides information about the importance of service.
- My hotel always measures the quality of service we provide.
- My hotel shows that they care about the service.
- My hotel provides resources to improve the ability of employees to provide excellent services.
- Management gives input and personal leadership to create quality services.
- Basically, I believe, this hotel exists to meet customer needs.
- Employees have the freedom and power to act on their own to provide excellent service.
- Employees care for customer because they want to be appreciated.
- Employees will reach the best for customers.
- Our hotel looks friendlier and more courteous than our competitors.
- Workers do their own way to ease customer discomfort.
- My hotel provides excellent incentives and rewards at all levels for service quality.
- The hotel gives recognition to the staff who provide excellent service.
- Each employee receives a personal skills training that enhances his ability to provide high quality services.
- Our hotel has excellent customer complaint handling system for follow-up service.
- Our hotel offers every customer a clear assurance service.
- Our hotel strives to avoid having problems confronting customers.
- Our hotel enhances our service capabilities using technology.

Sources: Jung & Yoon (2013).

The items that were used to measure employee commitment is adapted from Ellinger, et. al., (2013). These items are as shown in Table 3.7

Table 3.7
Employee Commitment

- I think my future is closely related to this hotel.
 - I feel very committed to this hotel.
 - I have similar value with those of this hotel.
 - I am proud to tell others that I am part of this hotel.
 - I really care about the fate of this hotel.
-

Sources: Ellinger, et. al., (2013)

The items that were used to measure teamwork is adapted from Paguio, and Jackling (2016). These items are as shown in Table 3.8.

Table 3.8
Teamwork

- I understand that my work performance will affect the work of other.
 - I have the attitude of helping others to work.
 - I am willing to work in teams.
 - I can lead my team when needed.
 - I respond promptly to the request of a colleague immediately.
 - I can work well with different friends of personality.
 - I will give you the expected idea of the time required.
-

Sources: Paguio, & Jackling (2016).

The items that were used to measure employees' perception of customers' satisfaction is adapted from He, et. al., (2010); Anaza (2010). These items are as shown in Table 3.9.

Table 3.9
Employee Perception on Customer Satisfaction

-
- Overall, my customers are satisfied with my service.
 - My customers are given high quality service.
 - My customers are happy to deal with our hotel.
 - Through past experiences, I feel the hotel customers are satisfied with the services provided.
 - Based on my interactions with customers, I feel satisfied with our service.
 - The customer experience with this hotel is something that they love.
 - This hotel always emphasizes customer satisfaction.
-

Source: He, et al., (2010); Anaza, (2010)

3.6 Data Collection Methods

In this study, data were collected from employees of from hotels located in Taiping, Perak because of it well known for tourist attraction destination. In total, Taiping has there are 44 hotels and 11 resorts, (Taiping Municipal Council, 2018). The questionnaires will be given to the of employee of these hotels in Taiping randomly (44 hotels and 11 resorts).

In this study, 450 questionnaires were distributed by using simple random sampling method. It took a duration of four weeks to distribute all the 450 sets of questionnaires. However, only 421 questionnaires were returned. In addition, 29 questionnaires were missing, and 57 questionnaires were not fully answered and

therefore invalid. Therefore, only 364 questionnaires were useable for analysis.

Figure 3.1 below shows the procedure of data collection.

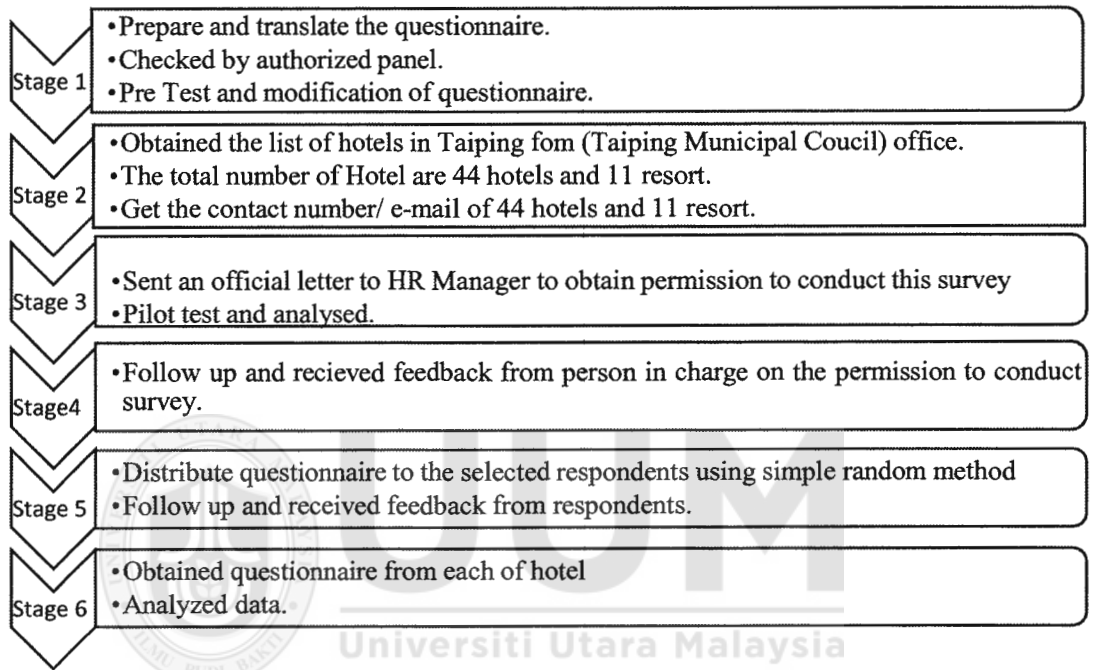


Figure 3.1
Procedure of Data Collection.

3.7 Pre-Test

Sekaran and Bougie, (2010) and Babbie (2005) encourage researchers to pre- test their questionnaires because it is useful to ensure that there will be no problem with wording or scales used in the questionnaire. Therefore, in this study, a pre-test was conducted to determine the reliability and validity of the final questionnaire. The first pre-testing involved the questionnaire being given to lecturers form the School Business Management, Universiti Utara Malaysia. The purpose of this first pre-

testing is to evaluate the design and format of the questionnaire which include the spelling, grammar, layout, sequences and languages used. This process focusses on face validity as well as the content validity in the questionnaire. These lecturers were selected according to their proficiency and knowledge in this field. As a result, from the pre- testing procedure, found the minor mistakes were found and then corrected accordingly.

3.8 Pilot Test

The main purpose of a pilot test is to examine the reliability of the scale items used in a research measurement instrumentation before the collection of the main data being implemented. Zikmund (2010) stated that the pilot test assembles from the respondents that is similar to that of the real study. In this study, a pilot test was conducted among the hotel employees' hotel in Taiping. Fifty employees were chosen to participate in this pilot test to ensure the respondents understand the questions in the questionnaire. In addition, potential error like spelling and grammar are being looked for in this pilot test. By doing this, the researcher can decrease the risk of any mistakes in the real study as well as to improve the research survey before implementing it on large scale. The respondents who participated in the pilot test were removed from the list of respondents for the real study survey.

3.9 Data Analysis Strategy

The data collected were analyzed using SPSS software. Several tests were conducted such as the reliability analysis is used to test validity goodness of the measure and descriptive statistics was conducted to test the characteristics of individuals and independent samples. Correlation analysis was used to examine the relationship between the independent variables and dependent variable. Lastly, multiple regression analysis was conducted to examine the influence of the independent variables on the dependent variable.

3.9.1 Reliability Test

Reliability test is used to examine consistency and stability of the data in the study. According to Beck, (1994) reliability is the level to which measures are free from errors which yield inconsistent results (i.e. the consistency of a measurement procedure). The instrument is considered reliable if a measurement tool or method consistently assigned the same score to persons or objects with equal values. Coefficient alpha is the most commonly used method of assessment of internal consistency. There are three different measures of coefficient alpha and the most popular measurement is Cronbach's coefficient alpha. Cronbach's alpha provides a measure of the internal consistency of a test or scale which expressed as a number between 0 to 1 (Hoffman & Georg, 2012). A value of 0.6 or less generally show

unsatisfactory internal consistency reliability. In social sciences research, acceptable reliability value ranges from .70 to .81.

Table 3.10
Internal Consistency Measurement

Cronbach's alpha	Internal Consistency
a > 0.9	Excellent
0.8 – 0.9	Good
0.7 – 0.8	Acceptable
0.6 – 0.7	Questionable
0.5 – 0.6	Poor
a < 0.5	Unacceptable

Source: Gliem and Gliem (2003)

Based on Table 3.11, the results indicate that the Cronbach 's Alpha value obtained for both pilot test and the real test are more than 0.7 (between 0.917 and 0.949). This indicates that all the items are reliable.

Table 3.11
Reliability Test of Result

Variables	No of Items	Cronbach's Alpha	
		Pilot Test	Real Test
Service Climate	12	0.939	0.926
Organizational Service Orientation	19	0.949	0.948
Employee Commitment	5	0.949	0.921
Teamwork	7	0.917	0.926
Employee Perception on Customer Satisfaction	7	0.943	0.942

3.9.2 Normality Test

Normality test is used to know the distribution of data as whole in this study. The normal Q-Q plot is a prefer option to indicate the data collected are normal. It is suitable when there is small sample size. An alternative graphical technique of evaluating normality is the histogram. When data points lie close to the line with an obvious non-linear pattern coming away from the line, it is considered normally distributed. Moreover, Q-Q plot are utilized to identify how good a theoretical distribution draws the empirical data (Park, 2006). In this study, normality test is used to indicate the normality of dependent variable and the four independent variables.

3.9.3 Descriptive Statistics

According to Patel (2009), descriptive statistics are normally used to explain the variables and was conducted by analyzing one variable at a time (univariate analysis). Besides, descriptive statistic also summaries data about the sample and measures. In this study, descriptive is used interpret the characteristics of the population or sample pertaining to their demographic background, such as gender, age, ethnic group, religion, marital status, income statement, duration service, and level of education.

3.9.4 Factor Analysis

According to Sekaran, (2003), the aim of conducting factor analysis is to decrease a number of variables from a much larger set of items that raised in the questionnaires to a meaningful, interpretable, and manageable factor for predicting the dependent variable. Hence, factor analysis was used in this study to examine items that constitute the similar ideas already search by other items, renderings the redundancy and unnecessary. If these characteristics occur, these items can be left out, otherwise a certain other item may carry out based on the generate of new ideas. (Hair et. al., 2006).

Therefore, the use of factor analysis can lead to a more concrete factor (dimension) that can further be used in other higher-level analysis. For example, multiple regression analysis, which is to examine the correlation between the variables in the studied relationships. In another alternative, using a varimax method can be used to execute to analyze the exploratory principle component analysis and orthogonal rotation.

Next, to verify that the items in this study are relevant for factor analysis, six characteristics need to be achieved. These criteria are:

- 1) Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) is more than 0.50.
- 2) Bartlett's test of sphericity is minimum significant at 0.05.
- 3) Anti- image correlations of items should be more than 0.50.
- 4) Communalities of items are greater than 0.50.

- 5) The minimum requirement of factor loading (cut-off) is 0.50 for each item,
- 6) the eigenvalues are greater than 1.0.

In the process, of illustrate the factors, only loading of 0.50 or higher on one factor and 0.50 or lower on the other factor (cross-loading) were considered (Hair et. al., 2006). Any items that does not achieve any characteristic of the six assumptions must then be rejected.

3.9.5 Pearson Correlation Analysis

Pearson Correlation was appropriate for use to examine the relationship between the two variables. In addition, correlation coefficient exposed magnitude and direction of relationships which are preferable for hypothesis testing. In this study, Pearson correlation were used to test the relationship between the independent variables (service climate, organizational service orientation, employee commitment and teamwork) and the dependent variable (employees' perception of customers' satisfaction). This is line with the suggestion made by (Gogtay and Tahtle, (2017).

Hair et. al., (2009) establish a Person correlation coefficient scale to better understand about the scale. According to the Table 3.13, the r - value range from - 1.00 to +1.00, the value of r equals -1.00 will indicate a perfect negative correlation while the value of r equals +1.00 represent a perfect positive correlation which

mean there are perfect link between two variables. If there is no relationship between the two variables, the r value will equal to 0.

Table 3.12
Pearson Correlation Coefficient Scale

Range of Coefficient	Description of Strength
< 0.2	Very weak relationship
0.2 – 0.4	Weak relationship
0.4 – 0.6	Moderate relationship
0.6 – 0.8	Strong relationship
>0.8	Very strong relationship

Source: Hair et al (2009)

3.9.7 Multiple Regression Analysis

Multiple regression is a statistical technique that identify the influence of the several independent variables on the dependent variable. In this study, regression analysis was used to determine the influence of service climate, organizational service orientation, employee commitment and teamwork (independent variables), on the employees' perception of customers' satisfaction (dependent variable).

3.10 Chapter Conclusion

In this chapter research methodology, including research design, unit of analysis, population and sampling, questionnaire design, measurement of study, data collection method, Pre-test, Pilot test, and data analysis strategy are being

explained. A total of five constructs were used in this study, which are service climate, organizational service orientation, employee commitment, teamwork and employees' perception of customers' satisfaction.



CHAPTER 4

FINDINGS

4.0 Chapter Introduction

This chapter presents the overall findings of the study. In this study, 450 questionnaires were distributed. However, only 421 questionnaires were returned.

The data of this research were presented using the follow topics.

- i. Response Rate
- ii. Normality Test
- iii. Demographic Data Respondents
- iv. Factors Analysis
- v. Reliability Analysis
- vi. Mean and Standard Deviation
- vii. Regression Analysis

4.1 Response Rate

In this study, 450 questionnaires were distributed randomly to respondents and only 421 questionnaires were returned. However, 29 questionnaires were missing, and 57 questionnaires were not fully answered. Thus, 364 questionnaires were useable to be analyzed in this study. The rate of useable responses is 86.46%. Table 4.1 shows the response rate of the study.

Table 4.1
Response Rate

Number of distributed questionnaires	450
Returned	421
Returned (useable)	364
Returned (unusable)	57
Response rate	93.56%
Rate of Useable Response	86.46%

4.2 Normality Test

According to Hair et al (2009), normality is the shape of the data distribution for an individual metric variable and it correspond to the normal distribution. In this research, the results of the normality Quantile-Quantile plot were used to determine graphically whether the data collected this is normal or not. According to the Quantile-Quantile plot, the data will be considered normally distributed, if the points are closed to the diagonal line. In contrast, the data will be considered abnormally distributed if the points are far away from the line.

The result of the normality test is shown in Figure 4.1 until Figure 4.5. Based on Q-Q plot results, it can be concluded that the data of this study are normality distributed.

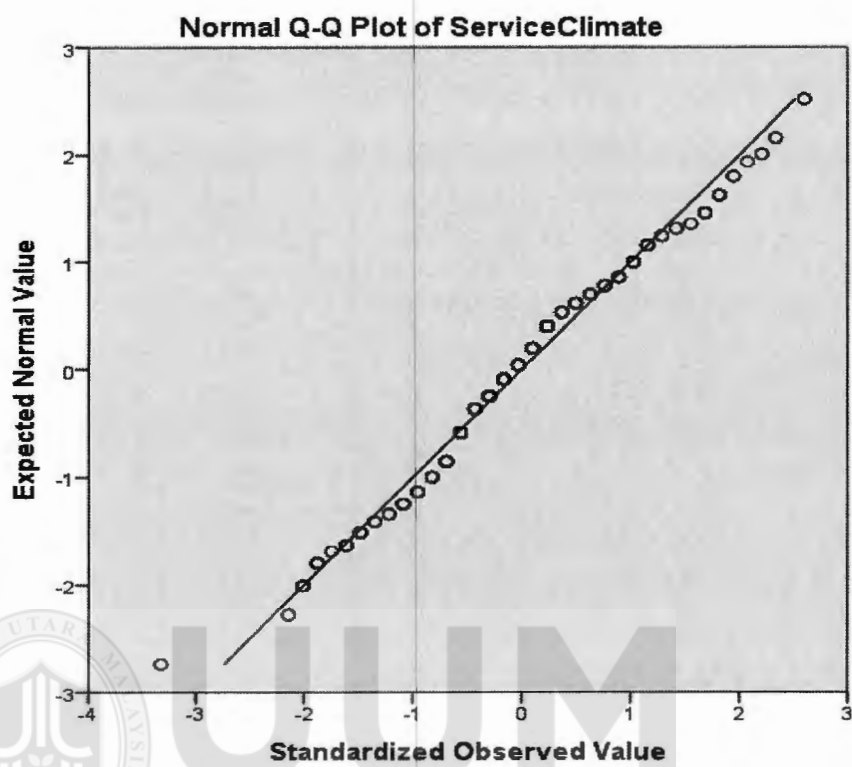


Figure 4.1
Normal Q-Q Plot of Service Climate

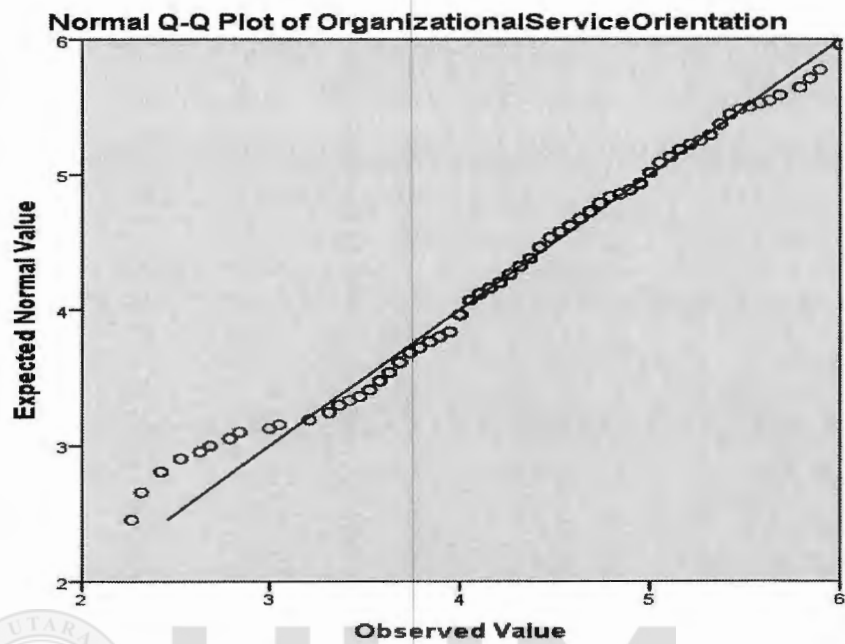


Figure 4.2
Normal Q-Q Plot of Organizational Service Orientation

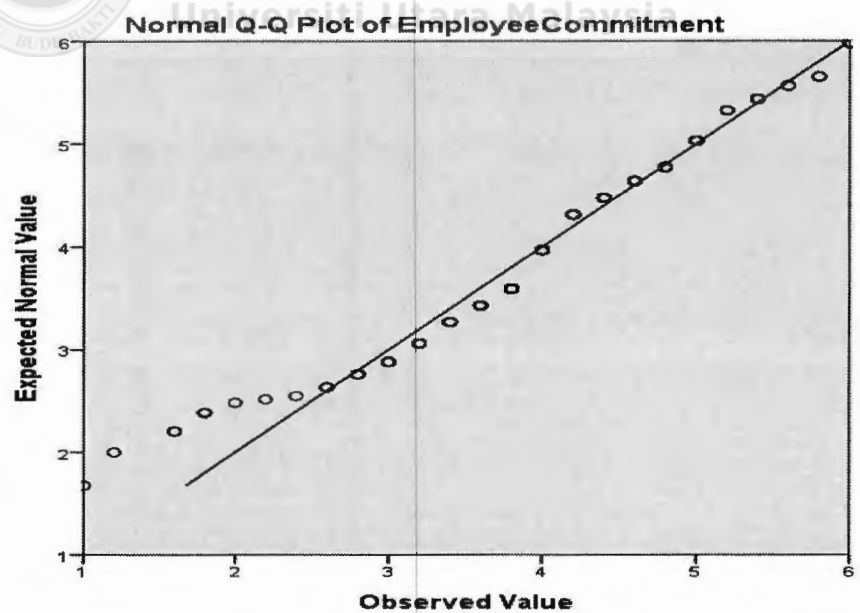


Figure 4.3
Normal Q – Q Plot of Employee Commitment

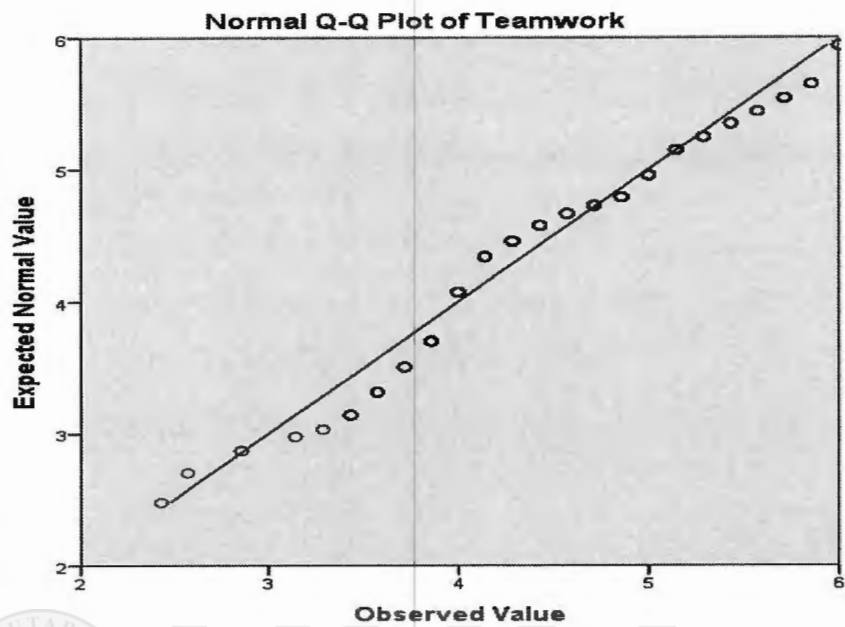


Figure 4.4
Normal Q-Q Plot of Teamwork

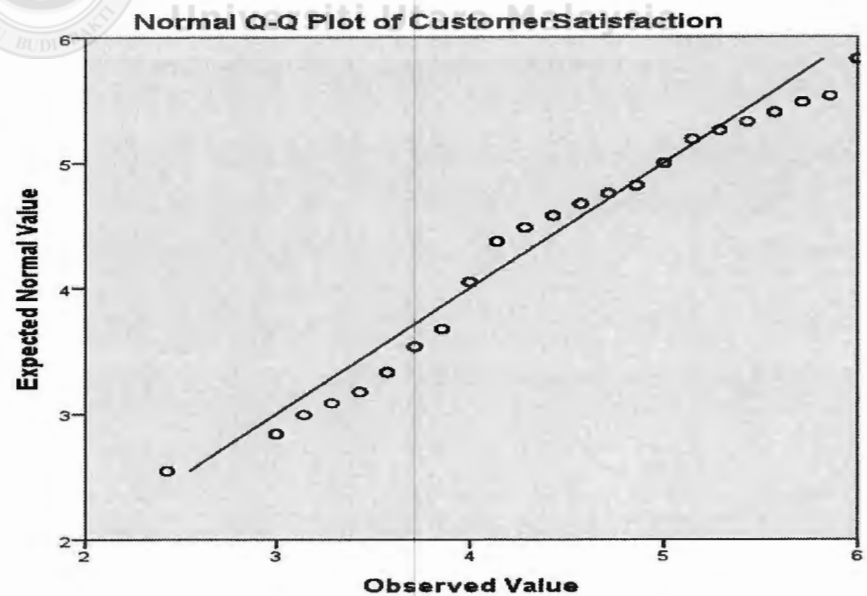


Figure 4.5
Normal Q-Q Plot Perception of hotel employees related to customer satisfaction.

4.3 Descriptive Statistic of Data

The purpose of descriptive data is to examine, describe and summarize the primary characteristics of the data collected from a quantitative study (Cokes & Steed, 2007). Descriptive statistic is to assist in analyzing data that is related to the demographic background of the respondents. It is important to gain accurate information to identify differences among gender of respondents, age, ethnic group, religion, marital status, income statement, duration of services, and education level.

4.3.1 Gender of Respondents

The gender of respondents is shown in Table 4.2 majority of the respondents in this study are male (206 respondents or 56.6%) and the remaining (158 respondents or 43.4%) are female.

Table 4.2
Gender of Respondents

Gender	No. of Respondents	Percentage (%)
Male	206	56.6
Female	158	43.4
Total	364	100

4.3.2 Age Group of Respondents

Table 4.3 shows the age group of respondents. The highest number of respondents is between 21 to 30 years old (193 respondents or 53%). Next, the second group of respondents are from the age group of 31 to 40 years old (74 respondents or 20.3%), followed by the age group of below 20 years old (46 respondents of 12.6%). In addition, there are 33 respondents from age group 41-50 years old (9.1%) and the lowest number age group of respondents is above 50 years old (18 respondents or 4.9%).

Table 4.3
Age Group of Respondents

Age Group	No. of Respondents	Percentage (%)
Below 20	46	12.6
21-30	193	53
31-40	74	20.3
41-50	33	9.1
Above 50	18	4.9
Total	364	100

4.3.3 Ethnic Group of Respondents

The ethnic group of respondents are shown in Table 4.4. The highest number of ethnic groups are Malays which are 214 respondents (58.8%). Next, Chinese with 82 respondents (22.5%) and followed by Indian, 61 respondents or (16.8%) and Other ethnic group 7 respondents (1.9 %).

Table 4.4
Ethnic Group of Respondents

Ethnic Group	No. of Respondents	Percentage (%)
Malay	214	58.8
Chinese	82	22.5
Indian	61	16.8
Others	7	1.9
Total	364	100

4.3.4 Religion of Respondents

Based on the results in Table 4.5, most respondents are Muslims (217 respondents or 59.6%), Buddhists (67 respondents or 18.4%), followed by Hindus (49 respondents or 13.5%) and Christians (31 respondents or 8.5%).

Table 4.5
Religion Group of Respondents

Religion Group	No. of Respondents	Percentage (%)
Islam	217	59.6
Christian	31	8.5
Buddha	67	18.4
Hindu	49	13.5
Total	364	100

4.3.5 Marital Status of Respondents

Table 4.6 shows that marital status of respondents. Majority of the respondents are single (212 respondents or 58.4%), followed by married respondents (147 respondents or 40.4%) and divorced (5 respondents or 1.4%).

Table 4.6
Marital Status of the Respondents

Marital Status	No. of Respondents	Percentage (%)
Single	212	58.2
Married	147	40.4
Divorced	5	1.4
Total	364	100

4.3.6 Income Monthly of Respondents

Based on Table 4.7, majority of respondents who had a monthly income of RM1001 - RM1500 are 191 respondents (52.5%). This is followed by respondents having below RM1000 (101 respondents or 27.7%). In addition, respondents having a monthly income of RM1501 - RM2000 are 52 respondents (14.3 %). Next, respondents with monthly income of RM2001 - RM2500 and RM 2501 - RM3000 are 8 respondents (2.2%). Lastly, respondents with monthly income of above RM3000 are 4 respondents (1.1%).

Table 4.7
Monthly Income of Respondents

Income Monthly (RM)	No. of Respondents	Percentage (%)
Below 1000	101	27.7
1001-1500	191	52.5
1501-2000	52	14.3
2001-2500	8	2.2
2501-3000	8	2.2
Above 3000	4	1.1
Total	364	100

4.3.7 Duration of Service of Respondents

According to Table 4.8, majority of respondents have worked from below 5 years which are 262 respondents (72%). In addition, 93 respondents (25.5%) have been working for about 6 years to 10 years and followed by 5 respondents (1.4%) who have worked for 11 years -15 years. The only four respondents (1.1%) have worked for above 15 years.

Table 4.8
Duration Service of Respondents

Duration of Service	No. of Respondents	Percentage (%)
Below 5 years	262	72
6 years – 10 years	93	25.5
11 years – 15 years	5	1.4
Above 15 years	4	1.1
Total	364	100

4.3.8 Education Level of Respondents

Based on Table 4.9, most respondents have PMR/SPM as their highest education level with numbers of respondents of 194 respondents (53.3%) followed by Diploma/STPM holders with 128 respondents (35.2%). In addition, Degree level respondents are 33 respondents (9.1%), and 8 respondents (2.2%) for other level of education and only 1 respondent (0.3%) have Master/PHD education level.

Table 4.9
Highest Education Level of Respondents

Highest Education Level	No. of Respondents	Percentage (%)
PMR/SPM	194	53.3
Diploma/STPM	128	35.2
Degree	33	9.1
Master/PHD	1	0.3
Others	8	2.2
Total	364	100

4.4 Goodness of Measure

Goodness of measure is that the validity and reliability of the measures used (Sekaran, 2003). In this study, to examine the goodness of measure were used in two methods, were used which are reliability analysis and factor analysis. Factor analysis was executed to identify the inter-correlation between the items in each factor and a reliability test was conducted to specify how good the individual items of each variable were measuring the similar construct.

This study used principal component analysis and the varimax rotation method to conduct factor analysis. Besides that, it examined reliability by evaluating the internal consistency of the items representing each construct using the regularly used Cronbach's alpha (Hair et al., 2006). The findings of the factor and reliability analysis for each of variables in the research model are elaborated below.

4.4.1 Factor Analysis

Factor analysis was executed to ensure the element of the idea that have been operationally characterized, and also to recognize which of the items were the most proper for each element (establishing construct validity) (Sekaran 2003).

Generally, to perform factor analysis, six attributes required to achieve to guarantee that the items in the study are proper for factor analysis. The attributes are (1) the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) is above 0.50, (2) the Bartlett's test of sphericity is at least significant at 0.05, (3) the anti-image correlations of the items must be more than 0.50, (4) the communalities of the items are more than 0.50, (5) the minimum requirement of factor loading (cut-off) is 0.50 for each item, and (6) the eigenvalues are greater than 1.0. In the process of illustrate the factors, only a loading of 0.50 or higher on one factor and 0.50 or below on the other factor (cross-loading) were considered (Hair et. al., 2006).

Factor analysis were executed independently for all study variables related to Service Climate, Organization Service Orientation, Employee Commitment, Teamwork and Customer Satisfaction. Factors that had been cleaned were then translated and named. Next, reliability tests were completed after factor analysis.

4.4.1.1 Factor Analysis of Service Climate

To examine the service climate factors among hotels employee in Taiping, Perak Malaysia, principal component exploratory factor analysis was executed to evaluate the validity of the service climate construct and to identify the possibilities groupings of the service climate items. In this study, service climate was measured using 12 items.

Next, for acceptable construct validity, it is suggested that all items must have at least factor loading of 0.50 on its hypothesized construct (Hair et al. 2006). In this study, no items were removed since all the items are considered valid because the value for each item are above 0.50. Table 4.10 show the results of the factor analysis of service climate. The full SPSS outcome in the Appendix.

As presented in Table 4.10, the KMO measure of sampling adequacy value for the items was 0.92. It shows that the items were interrelated, and they shared the same factors. The value of Bartlett's test of sphericity is significant (chi square=2943.31, $p<.001$). This means that the significance of the correlation matrix and thus the appropriateness for factor analysis. The individual MSA for each item ranged from .60 to .82, meaning that the data matrixes were acceptable for factor analysis.

The results of the varimax rotation analysis indicate the presence of one factor with eigenvalues more than one, explaining 55.76% of the total variance. According to the table below, this study extracted one factor from twelve items out of twelve items.

Table 4.10

Results of Factor Analysis of Service Climate

Items	F1
My hotel has a clear idea of our customers' needs	.809
High quality service is emphasized as the best way to ensure customers in my hotel.	.821
The hotel defined its services provided from a customer's perspective.	.801
We are informed about customer's evaluation of the quality of our services	
My hotel always gives us feedback about customer complaints quickly	.811
The hotel management support when I come up with new ideas on how to improve customer service	.801
The hotel management encourages me to provide high quality services	.824
The hotel management is always responsive to my requests to assist in doing the job.	.720
	.752
The hotel management is committed to improving service within our organization.	.719
I got enough support from my friends to do my job well.	.615
If I perform job well, I receive appropriate recognition and reward	.623
I have access to my information when I need it to do my work.	.613
Eigenvalues	6.69
Percentage variance explained	55.76
KMO	0.92
Bartlett's test of sphericity	2943.31**

Note. N=364. Bold loadings indicate the inclusion of that item in the factor; * $p < .05$, ** $p < .01$. *** $p < .001$

4.4.1.2 Factor Analysis of Organizational Service Orientation

In this of the study, 12 items were used to measure organizational service orientation. Table 4.11 shows the results of the factor analysis of organizational service orientation. The output of factor analysis presented shows that all the items fall into one factor with eigenvalue of 9.92 and the total variance is 52.19.

Table 4.11

Results of factor analysis on Organizational Service Orientation

Items	F1
My hotel often spend time with customers and employees	.718
My hotel always provides information about the importance of service.	.742
My hotel always measures the quality of service we provide.	.774
My hotel shows that they care about the service.	.809
My hotel provides resources to improve the ability of employees to provide excellent services.	.759
Management gives input and personal leadership to create quality services.	.749
Basically, I believe, this hotel exists to meet customer needs.	.756
Employees have the freedom and power to act on their own to provide excellent service.	.774
Employees care for customer because they want to be appreciated.	.689
Employees will reach the best for customers.	.704
Our hotel looks friendlier and more courteous than our competitors.	.730
Workers do their own way to ease customer discomfort.	.642
My hotel provides excellent incentives and rewards at all levels for service quality.	.775
The hotel gives recognition to the staff who provide excellent service.	.748
Each employee receives a personal skills training that enhances his ability to provide high quality services.	.716
Our hotel has excellent customer complaint handling system for follow-up service.	.681
Our hotel offers every customer a clear assurance service.	.748
Our hotel strives to avoid having problems confronting customers.	.540
Our hotel enhances our service capabilities using technology	.619
Eigenvalues	9.92
Percentage variance explained	52.19
KMO	.93
Bartlett's test of sphericity	4676.72**

Note. N=364. Bold loadings indicate the inclusion of that item in the factor; * $p < .05$,

** $p < .01$. *** $p < .001$

The KMO measure of sampling adequacy value for the items was .93, indicating that the items were interrelated, and they share a common factor. Bartlett's test of sphericity was found to be significant (chi square = 4676.72, $p < .01$). Based on the table above, all the items have significant loadings exceeding .50 with range .54 to .80

4.4.1.3 Factor Analysis of Service Employee Commitment

In this study, 5 items were used to measure for service employee commitment. The value of Bartlett's test of sphericity was found to be significant (chi square=1320.36, $p<.01$) and the KMO measure of sampling adequacy value for the items exceed .60 with range of 0.81 to 0.89. This shows that the items were interrelated, and they shared the same factors.

Table 4.12

Results of factor analysis on Service Employee Commitment

Items	F1
I think my future is closely related to this hotel.	.884
I feel very committed to this hotel.	.895
I have similar value with those of this hotel.	.892
I am proud to tell others that I am part of this hotel.	.876
I really care about the fate of this hotel	.815
Eigenvalues	3.81
Percentage variance explained	76.19
KMO	.88
Bartlett's test of sphericity	1320.36**

Note. N=364. Bold loadings indicate the inclusion of that item in the factor; * $p<.05$, ** $p<.01$. *** $p<.001$

4.4.1.4 Factor Analysis of Teamwork

In this study, to measure teamwork, seven items were used. Table 4.13 presented the results of the factor analysis of teamwork. For this variable (teamwork) seven items fall into one factor with an eigenvalue of 4.86 and the total variance is 69.45%.

Table 4.13

The result of factor analysis on Teamwork

Items	F1
I understand that my work performance will affect the work of other.	.718
I have the attitude of helping others to work.	.855
I am willing to work in teams.	.877
I can lead my team when needed.	.864
I respond promptly to the request of a colleague immediately.	.838
I can work well with different friends of personality.	.840
I will give you the expected idea of the time required.	.832
Eigenvalues	4.86
Percentage variance explained	69.45
KMO	.91
Bartlett's test of sphericity	1865.14**

Note. N=364. Bold loadings indicate the inclusion of that item in the factor; * $p < .05$, ** $p < .01$. *** $p < .001$

The KMO measure of sampling adequacy value for the items was .91, its mean that the items were interrelated, and they shared similar factor. Bartlett's test of sphericity was found to be significant (chi square=1865.14, $p < .01$). All the items have significant loading with values more than .50 (with range .71 to .8.)

4.4.1.5 Factor Analysis of Employees' Perception on Customers' Satisfaction

In this study, to identify employee perception of customer satisfaction among hotels employees, seven items were used. Exploratory principal component factor analysis was performed in order to assess the validity of the employee perception on customer satisfaction.

The results of the factor analysis of the seven items revealed that these seven items fall into one factor. According to Hair et. al., (2006), for acceptable construct

validity, it is suggested that each item should have a minimum factor loading of .50 on it hypothesized construct. This is achieved in this study.

Table 4.14

Results of factor analysis of Employee Perception on Customer Satisfaction

Items	F1
Overall, my customers are satisfied with my service.	.743
My customers are given high quality service.	.851
My customers are happy to deal with our hotel.	.903
Through past experience, I feel the hotel customers are satisfied with the services provided.	.872
Based on my interactions with customers, I feel satisfied with our service.	.890
The customer experience with this hotel is something that they love.	.902
This hotel always emphasizes customer satisfaction.	.868
Eigenvalues	5.21
Percentage variance explained	74.47
KMO	.90
Bartlett's test of sphericity	2302.97**

Note. N=364. Bold loadings indicate the inclusion of that item in the factor; *p<.05, **p<.01, ***p<.001

4.4.2 Reliability Analysis

Reliability refers to the evaluation of the level to which a set indicator of a develop is internally consistent in the measurements (Hair et al., 2006). The most utilized indicator to analyze in the reliability for each measure is the Cronbach's alpha coefficient. Hair et. al., (2006) proposed that the alpha value should be above .70, while Sekaran (2000) suggested that a minimum reliability is .60 is acceptable. Therefore, this study follows the minimum acceptable level of reliability Sekaran (2000).

Table 4.15

Reliability coefficients for the variables in the study

Variables	Number of items	Items dropped	Cronbach's Alpha
Service Climate	12	-	0.926
Organizational Service Orientation	19	-	0.948
Service Employee Commitment	5	-	0.921
Teamwork	7	-	0.926
Employee Perception on Customer Satisfaction	7	-	0.942

Table 4.15 shows the Cronbach's Alpha for all the variables values range from 0.921 to 0.948. Each of the element of confirmation had reliability coefficients if the value is more than 0.60 as suggested by Sekaran (2000). In addition, these Cronbach values of the studied variables in the current research seemed to be consistent with past studies, which were embraced and adjusted in the current study.

Therefore, according to Sekaran (2000), the internal consistency of the measures utilized in this study was viewed as worthy due to value obtained is more than 0.60. It also showed that by using principle components with the varimax rotation methods for factor analysis was a proper technique to evaluate the validity of each measurement.

4.5 Mean and Standard Deviation of The Collection Data

Mean and standard deviation results of the independent variables (Service Climate, Organizational Service Orientation, Employee Commitment and Teamwork) and dependent variable is (Employees' Perception of Customers' Satisfaction) are

shown on Table 4.15. The highest mean value is from variable Teamwork (4.596) while the lowest mean is Service Climate variable (4.354).

Table 4.16
Mean and Standard Deviation of Variables

Construct	Dimension	Mean	Standard Deviation
Independent Variables	Service Climate	4.354	0.632
	Organizational Service Orientation	4.365	0.653
	Employee Service Commitment	4.713	0.911
	Teamwork	4.596	0.724
Dependent Variable	Employee Perception of Customer Satisfaction	4.552	0.766

4.5.1 Mean and Standard Deviation of Service Climate

The mean and standard deviation of the independent variable “Service Climate” is being represented in Table 4.17 below. The average mean for overall item is 4.354. The highest mean (4.58) scored is item 10; *“I got enough support from my friends to do my job well”* and the lowest mean scored is by item 6; *“The hotel management support when I come up with new ideas on how to improve customer service*

Table 4.17

Mean and Standard Deviation (Service Climate)

Items	Mean	Standard Deviation
My hotel has a clear idea of our customers' needs.	4.27	0.879
High quality service is emphasized as the best way to ensure customers in my hotel.	4.36	0.863
The hotel defined its services provided from a customer's perspective.	4.35	0.814
We are informed about customer's evaluation of the quality of our services.	4.37	0.805
My hotel always gives us feedback about customer complaints quickly.	4.40	0.819
The hotel management support when I come up with new ideas on how to improve customer service.	4.25	0.922
The hotel management encourages me to provide high quality services.	4.43	0.832
The hotel management is always responsive to my requests to assist in doing the job.	4.30	0.866
The hotel management is committed to improving service within our organization.	4.37	0.838
I got enough support from my friends to do my job well.	4.58	0.811
If I perform job well, I receive appropriate recognition and reward.	4.28	0.923
I have access to my information when I need it to do my work.	4.28	0.838
Average (Service Climate)	4.354	0.632

4.5.2 Mean and Standard Deviation of Organizational Service Orientation

Mean and standard deviation of items measuring "Organizational Service Orientation" is shown in Table 4.18. The highest score mean is item 18; "*Our hotel strives to avoid having problems confronting customers*" while the lowest score mean is item 13; "*My hotel provides excellent incentives and rewards at all levels*"

for service quality". The overall average mean value of organizational service orientation is 4.365

Table 4.18

Mean and Standard Deviation (Organizational Service Orientation)

Item	Mean	Standard Deviation
My hotel often spend time with customers and employee.	4.27	0.890
My hotel always provides information about the importance of service.	4.37	0.871
My hotel always measures the quality of service we provide.	4.35	0.883
My hotel shows that they care about the service.	4.40	0.877
My hotel provides resources to improve the ability of employees to provide excellent services.	4.33	1.021
Management gives input and personal leadership to create quality services.	4.30	0.930
Basically, I believe, this hotel exists to meet customer needs.	4.39	0.873
Employees have the freedom and power to act on their own to provide excellent service.	4.32	0.994
Employees care for customer because they want to be appreciated.	4.46	0.831
Employees will reach the best for customers.	4.49	0.831
Our hotel looks friendlier and more courteous than our competitors.	4.44	0.884
Workers do their own way to ease customer discomfort.	4.39	0.821
My hotel provides excellent incentives and rewards at all levels for service quality.	4.22	0.942
The hotel gives recognition to the staff who provide excellent service.	4.32	0.960
Each employee receives a personal skills training that enhances his ability to provide high quality services.	4.30	0.980
Our hotel has excellent customer complaint handling system for follow-up service.	4.31	0.933
Our hotel offers every customer a clear assurance service.	4.41	0.843
Our hotel strives to avoid having problems confronting customers.	4.55	0.881
Our hotel enhances our service capabilities using technology.	4.32	0.960
Average (Organizational Service Orientation)	4.365	0.653

4.5.3 Mean and Standard Deviation of Employee Commitment

Mean and standard deviation of items measuring “Employee Commitment” is shown in the Table 4.19 the number of items 5; “*I really care about the fate of this hotel*” is the highest mean value which is 4.34 and the number of items 1; “*I think my future is closely related to this hotel*” and the lowest mean value is 4.01. The overall average mean of employee commitment is 4.173.

Table 4.19

Mean and Standard Deviation (Employee Commitment)

Items	Mean	Standard Deviation
I think my future is closely related to this hotel.	4.01	1.161
I feel very committed to this hotel.	4.23	0.991
I have similar value with those of this hotel.	4.09	1.045
I am proud to tell others that I am part of this hotel.	4.20	1.053
I really care about the fate of this hotel.	4.34	0.967
Average (Employee Commitment)	4.173	0.911

4.5.4 Mean and Standard Deviation of Teamwork

The mean and standard deviation of the independent variable “Teamwork” is being represented in the Table 4.20 below. The most dominant factor to measure Teamwork value is item 6; “*I can work well with different friends of personality*” which mean value of 4.65. On the other hand, item 4; “*I can lead my team when needed*” has a mean value of 4.54. The overall average mean value for Teamwork is 4.596.

Table 4.20

Mean and Standard Deviation (Teamwork)

Items	Mean	Standard Deviation
I understand that my work performance will affect the work of other.	4.55	0.860
I have the attitude of helping others to work.	4.57	0.893
I am willing to work in teams.	4.65	0.892
I can lead my team when needed.	4.54	0.885
I respond promptly to the request of a colleague immediately.	4.60	0.871
I can work well with different friends of personality.	4.65	0.828
I will give you the expected idea of the time required	4.63	0.861
Average (Teamwork)	4.596	0.724

4.5.5 Mean and Standard Deviation of Employees' Perception of Customers' Satisfaction

Mean and standard deviation results of the dependent variable (Employees' Perception of Customers' Satisfaction) were shown in Table 4.21. The item 1 "*Overall, my customers are satisfied with my service*" score the highest mean value of 4.63. On the other hand, there are two items which are item 3; "*My customers are happy to deal with our hotel*" and item 6; "*The customer experience with this hotel is something that they love*" score the lowest mean value of 4.51. The overall average mean value for the dependent variable is 4.552.

Table 4.21

Mean and Standard Deviation (Employees' Perception of Customers' Satisfaction)

Items	Mean	Standard Deviation
Overall, my customers are satisfied with my service.	4.63	0.817
My customers are given high quality service.	4.53	0.882
My customers are happy to deal with our hotel.	4.51	0.923
Through experience, I feel the hotel customers are satisfied with the services provided.	4.52	0.889
Based on my interactions with customers, I feel satisfied with our service.	4.57	0.825
The customer experience with this hotel is something that they love.	4.51	0.895
This hotel always emphasizes customer satisfaction.	4.58	0.983
Average (Employee Perception on Customer Satisfaction)	4.35	0.632

4.6 Correlation Analysis

Correlation analysis was conducted to achieve all the objectives of this study.

4.6.1 To Achieve Objective 1:

Objective one is to identify the relationship between service climate on the employees' perception of customers' satisfaction. The Pearson Correlation Analysis function was used to describes the level of strength and dissection of the relationship between two variables which is dependent variable (Employees' Perception of Customers' Satisfaction) and independent variable (Service Climate). In the study a Pearson Correlation Analysis will be used to achieve objective one.

The hypothesis in this objective is as follows:

Hypothesis 1

H1: There is a significant relationship between service climate on the employees' perception of customers' satisfaction.

Table 4.22 shows the Pearson Correlation result between service climate and employees' perception of customers' satisfaction. There is a significant relationship between service climate on the perception of employees' perception of customers' satisfaction with sig value 0.000 ($p < 0.01$, sig. 2 tailed). The positive value of Pearson Correlation with $r = 0.651$ signifies that there is strong relationship between service climate on the employees' perception of customers' satisfaction. Therefore, H1 is accepted.

Table 4.22
Correlation between Service Climate and Employees' Perception of Customers' Satisfaction

		Employee Perception on Customer Satisfaction
Service Climate	Pearson Correlation	0.651**
	Sig.(2-tailed)	0.000
	N	364

**. Correlation is significant at the 0.01 level (2-tailed)

4.6.2 To Achieve Objective 2:

In this study, Objective 2 is to examine the relationship between organizational service orientation on employees' perception of customers' satisfaction. Pearson Correlation Analysis will be used to achieve objective 2. The hypothesis in this objective is as follows:

Hypothesis 2

H2: There is a significant relationship between organizational service orientation on the employees' perception of customers' satisfaction.

Pearson Correlation results between organizational service orientation and employees' perception of customers' satisfaction were shown in Table 4.23. There is a significant relationship between organizational service orientation on the employees' perception of customers' satisfaction with sig value 0.000 ($p < 0.01$, sig.2 tailed). In addition, the positive value of Pearson Correlation with $r = 0.714$ signifies that there is strong relationship between organization service orientation on employees' perception of customers' satisfaction. Therefore, H2 is accepted.

Table 4.23

Correlation between Organizational Service Orientation and Employees' Perception on Customers' Satisfaction

		Employee Perception on Customer Satisfaction
Organizational Service Orientation	Pearson Correlation	0.714**
	Sig. (2-tailed)	0.000
	N	364

** . Correlation is significant at the 0.01 level (2-tailed)

4.6.3 To Achieve Objective 3:

Objective 3 is to determine the relationship between employee commitment on employees' perception of customers' satisfaction. In this objective, Pearson Correlation Analysis will be used to achieve Objective 3. The hypothesis of objective 3 is as follows: -

Hypothesis 3

H3: There is a significant relationship between employee commitment on employees' perception of customers' satisfaction.

Table 4.24 indicate the result of Pearson Correlation between employee commitment and perception of employees' perception of customers' satisfaction. Based on Table 4.24 below, there is a significant relationship between employee commitment on the perception of employees related to the customer satisfaction, with sig value 0.000 ($p < 0.01$, sig.2 tailed). Other than that, the positive value of Pearson Correlation with $r = 0.640$, so it signifies that there is strong relationship between employee commitment on employees' perception of customers' satisfaction. Hence, H3 is accepted.

Table 4.24

Correlation between Employees Commitment and Employees' Perception of Customers' Satisfaction

		Employee Perception on Customer Satisfaction
Employee Commitment	Pearson Correlation	0.640**
	Sig. (2-tailed)	0.000
	N	364

** . Correlation is significant at the 0.01 level (2-tailed)

4.6.4 To Achieve Objective 4:

In this study, objective 4 is to determine the relationship between teamwork on the perception of employees' perception of customers' satisfaction. To achieve this objective, Pearson Correlation Analysis will be used to achieve objective. The hypothesis 4 is as below:

Hypothesis 4

H4: There is a significant relationship between teamwork on the employees' perception of customers' satisfaction.

Table 4.25 represents the result of Pearson Correlation between teamwork and employees' perception of customers' satisfaction. According to Table 4.17, there is a significant relationship between teamwork and employees' perception of customers' satisfaction, with sig value 0.000 ($p < 0.01$, sig. 2 tailed). In addition, the positive value of Pearson Correlation with $r = 0.671$, so it signifies that there is

strong relationship between teamwork and employees' perception of customers' satisfaction. Therefore, H4 is accepted.

Table 4.25

Correlation between Teamwork and Employee Perception on Customer Satisfaction

		Employee Perception on Customer Satisfaction
Teamwork	Pearson Correlation	0.671**
	Sig. (2-tailed)	0.000
	N	364

** . Correlation is significant at the 0.01 level (2-tailed)

4.7 REGRESSION ANALYSIS

Multiple regression analysis is used to assess the linkage between greater than two variables in this study.

4.7.1 To Achieve Objective 5:

According to Anderson, Sweeney and Williams, (2011), it is important to examine how a dependent variable is connected to two or more than two independent variables. In this study, objective five states that there is an influence of service climate, organizational service orientation, employee commitment and teamwork towards the employees' perception of customers' satisfaction. To achieve objective five, multiple regression analysis will be used to determine the significant influence between independent variables (service climate, organizational service orientation,

employee's commitment and teamwork) towards the employees' perception of customers' satisfaction.

Hypothesis 5:

H4: There is a significant influence of service climate, organizational service orientation, employees' commitment, and teamwork towards the employees' perception of customers' satisfaction.

4.7.2 Regression Analysis on Coefficient of Determination (R^2)

In this study, Coefficient of Determination (R^2) is used to measure and explain changes of employees' perception of customers' satisfaction (Dependent Variable) with the changes of the Independent Variables (Service Climate, Organizational Service Orientation, Employee Commitment, and Teamwork).

Table 4.26 represent the model summary of Multiple Regression of this study. Results from Table 4.26 shows the value of adjusted R^2 was 0.650. The independent variable (Service Climate, Organizational Service Orientation, Employee Commitment and Teamwork) explained 80.6% of the changes in the independent variable (Employees' Perception of Customers' Satisfaction) as tested in the model. It shows that it had 80.6% of influences on Customer Satisfaction (dependents variable).

Table 4.26

Regression Analysis Model Summary

Model	R	R Square
1	.806 ^a	0.650

Similarly, based on the result of the ANOVA, the larger the value of the F-Ratio, the more varied the independent variables is explained by the independent variable. Besides, if the p-value is more than 0.05, it means that the result is insignificant. However, if the p-value is below than 0.05, it indicates that the result is significant. Based on Table 4.27, through the regression analysis of ANOVA, the F-ratio is 166.632 and there are significant at the 0.000 level.

Table 4.27

Regression Analysis on ANOVA

Model	F	Sig.
1	166.632	0.000

4.7.3 Regression Analysis of Coefficient

To test the coefficient among the independent variables and the dependent variable, Regression analysis of Coefficient will be used in this study. Beta indicate the higher value in independent variables, the higher influence towards dependent variable. Table 4.28 represented the result of Regression Analysis of Coefficient result. According to the Table 4.28, the value of Beta for independent variable are

Service Climate 0.25, Organizational Service Orientation 0.393, Employee Commitment 0.156 and Teamwork 0.377. The largest value of beta coefficient means that the factor has the strongest contribution in influencing the dependent variable (Pallant, 2005). Therefore, based on this result, Organizational Service Orientation has the highest influence on employees' perception of customers' satisfaction.

Table 4.28
Regression Analysis of Coefficient

Model	B	Beta	t	Significant
Constant	0.024		0.130	0.897
Service Climate	0.031	0.25	0.468	0.640
Organizational Service Orientation	0.461	0.393	6.992	0.000
Employees Commitment	0.131	0.156	3.346	0.001
Teamwork	0.399	0.377	9.621	0.000

Furthermore, the factor is a significant contribution to the influence towards dependent variable if the signed value is below than 0.05. Griffith (2010) stated that, if the value is above than 0.05, the factor does not contribute any significant influence on dependent variable. Based on analysis, there are three variables that significantly influenced employees' perception of customers' satisfaction (Organizational Service Orientation; $p = 0.000$, Employee Commitment; $p = 0.001$, Teamwork; $p = 0.000$). However, another one independent variable (service climate) do not significantly influenced Employees' Perception of Customers' Satisfaction (Service Climate; $p = 0.640$).

4.8 Chapter Conclusion

In this study, all the results have been obtained using Pearson Correlation and Multiple Regression Analysis. The results in this study shows that all the independent variables were have a significant relationship with employees' perception of customers' satisfaction and it shows that there is positive and strong relationship between independent variables and dependent variable. In addition, in this study there are three variables that significantly influence employees' perception of customers' satisfaction which are Organizational Service Orientation, Employee Commitment, Teamwork. However, one independent variable (Service Climate) have significant relationship with dependent variable (Employee Perception of Customer Satisfaction) but not significant in influencing on the employees' perception of customers' satisfaction.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.0 Chapter Introduction

The findings of the data analysis were reviewed and discussed in this chapter. The first part of this chapter the objective and research questions of the study are recapitulated. Next, the discussion of the findings is being discussed focusing on the explanation for the significant results. In addition, the theoretical and practical implications pertaining to the findings are also presented. Finally, suggestions for future research are being discussed.

5.1 Recapitulation of the Study Findings

The purpose of this research is to identify the influence of service climate, organizational service orientation, service employee commitment, and teamwork on the employees' perception of customers' satisfaction.

Five research questions were put forward. The research questions are as follows:

1. Does service climate has a relationship with employees' perception of customers' satisfaction?
2. Does organizational service orientation has a relationship with employees' perception of customers' satisfaction?

3. Does service employee commitment has a relationship with employees' perception of customers' satisfaction?
4. Does teamwork has a relationship with employees' perception of customers' satisfaction?
5. Does service climate, organizational service orientation, employee commitment and teamwork influence employees' perception of customers' satisfaction?

This research is cross-sectional in nature. A survey using a construct questionnaire was conducted to examine employees' perception of customers' satisfaction among hotels employees. A total of 450 of questionnaire were distributed to respondents from 44 hotels and 11 resorts in Taiping, Perak. A total of 421 questionnaires (93.56%) were returned. However, 29 questionnaires (6.44%) were missing and 57 questionnaires (13.54%) of the returned questionnaire were removed due to uncomplete responses.

In this study, the independent variables are service climate, organizational service orientation, service employee commitment, and teamwork. While the dependent variable is employees' perception of customers' satisfaction. In addition, factor analysis with maximum likelihood components using varimax rotation was conducted to examine the elements of the research variable: service climate, organizational service orientation, service employee commitment, teamwork and employees' perception of customers' satisfaction, while internal consistency of each variables was examined based on the Cronbach's Alpha Values.

In this study, regression analysis was used to examine the hypotheses. The analysis was conducted to test all the five hypotheses, which assume that there is significant relationship between the independent variables and dependent variable. The results of the data analysis indicated that all IVs: (Service climate, organizational service orientation, service employees' commitment and teamwork) were also found to have a significant relationship with employees' perception customers' satisfaction. Hence, all hypothesis of this study are accepted.

5.2 Discussion

The main findings of this study were discussed in this section. The discussion is pertaining to the five research objectives that has been mentioned in the earlier section.

5.2.1 Relationship between Service Climate and Employees' Perception of Customers' Satisfaction

The first objective of this study is to determine the relationship between service climate and employees' perception of customers' satisfaction. In this study, it was found that there is a positive relationship between service climate and employees' perception of customer satisfaction. This finding similarly with the findings of (Davidson et al.,2002, Schneider & Bowen, 1993).

Davidson et al., (2002) conducted a study in five-star hotels in Australia, with 1404 employees and 14 hotels. They found that service climate has relationship with customer satisfaction. Similarly, the result of this study suggested that service climate has a significant relationship with customer satisfaction.

An implication of this findings is that, service climate is a factor that contribute to customers' satisfaction in the hospitality industry. Higher employees' perception of organizational practices and procedure will promote organizational climate which in turn contribute to customer satisfaction. A possible explanation for this relationship is that if employees have a good perception related to the service climate, consequently, this will lead to the higher customer satisfaction.

5.2.2 Relationship between organizational service orientation and customers satisfaction

Another objective of this study is to determine the relationship between organizational service orientation and employees' perception of customers' satisfaction. In this study, it was found that there is a positive relationship between organizational service orientation and employees' perception of customers' satisfaction. This finding in line with this finding of Oteng, Groessl, Sklar, and Chang, (2014). This indicates that organizational service orientation is a contributor to customer satisfaction. In their study, they found that business performance variables (quality level, market share, profitability, client satisfaction and client

loyalty) contributed to customers' satisfaction. This support the findings of this study.

Oteng, Groessl, Sklar, and Chang, (2014), investigated organizational service orientation in Poland. Their study was executed in three regions of Poland: Podlasie, Mazowsze, and Warmia and Mazury. Similar to this study, thier study found that organizational service orientation plays a crucial role in contributing to customers' satisfaction by service organizations.

5.2.3 Relationship between service employee commitment and employees' perception of customers' satisfaction

In examining the relationship between service employee commitment and employees' perception of customers' satisfaction, it was found that there is a significant relationship between service employee commitment and employees' perception of customers' satisfaction. This result is consistent to a study by He, Li, and Keung Lai, (2011). They found that employees' commitment has a significant positive effect on employees' perception of customers' satisfaction. They conducted their study in 30-star hotels (consists three star and four stars hotels) and their branches located in the cities of Shenzhen, Shunde, and Dongguan in China.

Hence, it can be said that employee commitment to the organization contributes to customer satisfaction in two methods. Firstly, employees basically are the person who delivers high quality service to customer. Secondly, committed

employees will be satisfied with their task and this feeling of satisfaction can transformed to customers. The more committed the employees to their job, the higher will be customers' satisfaction.

5.2.4 Relationship between teamwork and employees' perception of customers satisfaction

In determining relationship between teamwork and employees' perception of customer satisfaction, this study found that teamwork is has a significant relationship to employees' perception of customers' satisfaction. Hence, this result implies that teamwork leads to customers' satisfaction. This finding of this study is similar to Meterko, Mohr, and Young, (2004). In their study, they found that there is significant and positive relationship between teamwork culture and customer satisfaction.

Their study was conducted in Veterans Health Administration (VHA), Department of Veteran Affairs in the U.S. The study sample consist of 125 VHA hospitals for which independent and valid sources of culture was assessed relative to four dimensions which are teamwork, entrepreneurial, bureaucratic, and rational. Eventhough their study was in the health care industry, but they also measure the patient's satisfaction. They found that patients' satisfaction is contributed by employees' teamwork.

In this study, it shows that teamwork is a factor that provide impact to improve customers' satisfaction among hospitality industry. In other words, teamwork lead to the customers' satisfaction. Effective teamwork in an organization leads higher organization performance, such as customers' satisfaction, and service quality.

5.3 Implication of the Study

Based on the discussion of the findings above, some implications can be considered. These implications will be discussed from two perspectives which are the managerial and theoretical implications.

5.3.1 Managerial Implications

The findings of this study are useful and meaningful to the management of a service organization especially in the hospitality industry. It provides a useful and meaningful outcome to top management of these services. The strong evidence provided from the research outcome could help top management to gain a better understanding of factors influencing employees' perceptions of customers' satisfaction so that avenues for the effectiveness of specific management practices in facilitating the delivery of customer service by service employees could be implemented. Specifically, having a strategy for how service is to be delivered, seeking information about customers' needs and expectations, training in delivering

quality service, teamwork between units, rewarding and recognizing excellent service, employee and management service orientation, managing the transition between sales and delivery, and designing service systems, policies, and procedures to promote the delivery of service were all shown to be significantly related to some aspects of employees' perceptions of service quality

The outcome of this study specifies that service climate, organizational service climate, service employee commitment and teamwork are important factors in determining employee perception related to the customer satisfaction. In order to promote customer satisfaction, top organization management has to create a service orientation within the organization. Therefore, managers need to provide methods for employees to deliver quality service to customers such as communicating with customers, handling complaints as well as fulfilling customers lead time and providing quality services. In addition, organizations should emphasize meeting customer' needs of service quality and focuses on addressing feedback from customers. In addition, employees play an important role in the organization. Therefore, employees must understand what they should do to serve customers, then only they will be working beyond customers' expectation.

In addition, managers or management need to provide continuous support to their employees as well as provide encouragement to enhance service employees' commitment. In this relation, managerial support and work facilitation is critical because they have indirect influence on customers' satisfaction. If employees are committed to serve a better service to customers, then the organization will gain customers' satisfaction. The consequences is that an excellent employee

commitment will lead to higher job commitment whereby the employee are willing to put extra effort in their service delivery on order to satisfy customers. Satisfy customers, will be loyal to the organization. Similarly, committed employees will also help organizations to create and deliver value effectively, which in turn will improve organizations' performance in terms of profitability, as well as enhancing the brand image of the organization.

Information seeking, training, and rewards and recognition were the service climate themes that could be implemented in the organization since these themes are predictive of specific facets of customer satisfaction and overall satisfaction with the service. These dimensions were also very highly related to each other. For example, training employees to deliver quality service may have little relationship to customers' satisfaction if employees are not also rewarded for delivering quality service. These three dimensions are probably highly related because they all have an informational component. Information seeking involves asking employees and customers how to improve service quality and sharing this information with employees. Training involves communicating to employees how best to deliver service. Rewards and recognition communicate to employees that quality service is important to the organization. Hence, the greater the emphasis an organization places on the service climate in the organization, the more satisfied customers of that organization will tend to be.

In order to promote employees' high performance behaviour, the organization management has to create a service orientation culture within the organization. Hence, managers need to provide avenues for service employees to

deliver quality service to customers such as training on customer services, handling complaints as well as fulfilling customers lead time and providing quality services. In addition, customer policies and procedures related to service practices and service procedures should be clearly communicated to employees' especially service employees. In other words, employees must understand what they should do to deliver excellent services, then only they will be working extra miles towards the excellence of the organization.

In addition, managers need to provide continuous support as well as encouragement to enhance employees' commitment. Managerial support and work facilitation have indirect influence on customer satisfaction by improving employees' commitment. Satisfied and highly committed employees will in turn provide excellent services. Therefore, organizations should seek ways to improve the commitment of their employees. At the stage of recruitment, providing realistic job previews that include both positive and negative aspects of the job may increase organizational commitment and job satisfaction because this helps the employee to determine whether the job meets their expectations.

Employees who are informed about the pros and cons of a job option become more aware of the choice they are about to make. In addition, employees that continue in the selection process and accept the job can prepare themselves for the problems and find ways to cope with them. Commitment among new comers tends to be high when they receive positive support after entry from the experienced organizational members. The consequences are that happy employees will lead to higher job commitment which will later lead to their willingness to put extra effort

in their service delivery in order to satisfy customers. In addition, satisfied and committed employees will also help organizations to create and deliver customers' value effectively, which will in turn increase organizations' performance.

In addition, organizations should also have a work-life balance policy. These include the flexible work scheduling, leaves, etc. so it shows that employees have access to the friendly work-life policies which increases their organizational commitment. Obviously, when organizations are providing the flexibility to employees, they will feel more comfortable and relaxed at work which amplify the motivation level that will ultimately magnify their organizational commitment and the quality of services given also intensifies. Employee decision to stay with the organization is only possible when there is commitment. So, the results are in favour of the generated hypothesis which shows that there is the significant positive relationship between the employee commitment and service oriented organizational citizenship behaviour.

Similarly, organizations can provide training opportunities to their employees. Training provides service employees with the opportunity to enhance their skills which are advantageous for their career advancement. Consequently, when these employees perceived that they receive high levels of training that make them more knowledgeable and confident, they are more likely to feel satisfied, which in turn, will lead to increased higher commitment. On a similar note, service employees who judged themselves as recipients of satisfactory training are likely to reciprocate their employer's good treatment by delivering high quality services

and dealing effectively with customers' requests and complaints. This will motivate them to engage in activities related to service performance.

The perceptions of service employees regarding their organization's training practices can affect their overall work practices. Therefore, organizations that provide adequate and continuous training to their employees, they would be more willing to assist customers by going above and beyond their call of duty. Hence, organizations should continue to enforce some basic and structured training on their service employees, especially the new recruits on appropriate ways of serving customers. In addition, existing employees should be made to attend some minimum hours of training per year to refresh their skills.

Another suggestion is that the management of an organization may rearrange the jobs of their employees so that the employees may find the chance to carry out diverse tasks that enable them to use technical and interpersonal skills as well as to upgrade their knowledge base. Job enlargement and job enrichment may be used as techniques to restructure jobs. In this sense job enlargement, which means extending one's responsibility by allowing them to carry out additional and varied tasks, may be a way of improving their attitudes. To enlarge the jobs, management may give short, small assignments that stretch employees' abilities or require learning something new. Besides temporarily assigning employees to other projects may offer them to learn new skills and apply their current skills differently.

On the other hand, creating a certain degree of job autonomy is important to maintain creativity and ability of employees to effectively react to work changes and adapt techniques to perform their job better. When jobs are designed to provide

autonomy, employees develop higher confidence in their capabilities to carry out a wider range of tasks and responsibilities effectively. With increased autonomy, employees tend to set challenging goals and strive to achieve them. Therefore, job enrichment by allowing employees to have a say in scheduling the work and how to do that job may motivate these employees. Moreover, creating feedback channels to service employees will also provide awareness of the effectiveness of their jobs and this may help them to evaluate their performance and revise the techniques that they used while carrying out their job.

5.3.2 Theoretical Implications

Theoretically, this research adds significant empirical evidence to the existing body of knowledge in the literature of service marketing and relationship marketing. Firstly, the proposed model provides a good understanding of how service climate, organizational service orientation, service employee commitment and teamwork can be used to improve customer satisfaction in the hospitality industry.

Nevertheless, in this study, these variables are being integrate in a single model and being used to the hospitality industry. In this sector, employees need to provide a conducive service to the customers, since they are near to the customers. A conducive service will gain customer' satisfaction. In this sense employee play an important role in the organization. Therefore, all the studied variables are crucial in obtaining a competitive advantage to the organization where employees are

working with. The study also contributes to the academic research by adding to the service literature as well as providing meaningful understanding of the factors that to affect customers' satisfaction.

5.4 Limitations and Suggestions for Future Research

In this study, there are a some of limitation. The fist limitation is that this study only examines four factors that influence employee perception related to the customers satisfaction which are service climate, organizational service orientation, service employee commitment and teamwork. There are many other factors that may influence customers satisfaction. Thus, future research should to explore other factors such as job specification of the employee as well as organizational reward. Therefore, this study is only able to understand part of the factor that influence customers satisfaction, for future research required to conduct continuously to better understand the factors that can influence of customers satisfaction.

The second limitation in this study is pertaining to the location where the study has been conducted. In this study, questionnaire was answered by employees' hotels in Taiping only. Hence, future study should also be conducted in other geographical areas. There might be a several differences in ideas or opinions and attitudes among employee hotels in other places.

5.5 Conclusion

This research examining the factors influencing on the perception employee related to the customers satisfaction. The results of this study confirmed the stated research objectives. In addition, all hypotheses were supported indicating that service climate, organizational service orientation, service employee commitment, and teamwork is critical in influencing employee's perception of customers satisfaction.



UUM
Universiti Utara Malaysia

REFERENCES

- Abbasi, A. S., Khalid, W., Azam, M., & Riaz, A. (2010). Determinants of customer satisfaction in hotel industry of Pakistan. *European Journal of Scientific Research*, 8(1), 97–105.
- Albayrak, T., & Caber, M. (2015). Prioritization of the hotel attributes according to their influence on satisfaction: a comparison of two techniques. *Tourism Management*, 46, 43
- Alonso, A., Baker, D., Holtzman, A., Day, R., King, H., Toomey, L. and Salas, E. (2006), "Reducing medical error in the Military Health System: how can team training help?", *Human Resource Management Review*, 16. (3), 396-415.
- Alpkan, L., Bulut, C., Gunday, G., Ulusoy, G., & Kilic, K. (2010). Organizational support for intrapreneurship and its interaction with human capital to enhance innovative performance. *Management Decision*, 48(5), 732–755.
- Ameer, I. (2014). Satisfaction-A behavioral perspective on consumer: review, criticism and contribution. *International Journal of Research Studies in Management*, 3(1), 75-82
- Anaza, N. A. (2010). Linking Internal Marketing to Employee Perception Of Customer Satisfaction: Evidence from A Non-Profit Organization, 9, 1–159.

- Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *Journal of Marketing*, 58 (3),53-66.
- Andrew, M. (2011), "Companies must support and guide Education sector", *The Australian*, 2 ; 12, p. 12.
- Athanassopoulos, A. D., & Iliakopoulos, A. (2003). Modeling customer satisfaction in telecommunications: assessing the effects of multiple transaction points on the perceived overall performance of the provider. *Production and Operations Management*, 12(2), 224-245.
- Azuizkulov, D. (2013). Country of origin and brand loyalty on cosmetic products among Universiti Utara Malaysia students. *Atlantic Review of Economics*, 2, 45-56
- Babbie, R. (2005). *The Basics of Social Research*: Cengage Learning
- Bagozzi, R. (1992), "The self-regulation of attitudes, intentions, and behavior", *Social Psychology Quarterly*, 55, 178-204.
- Bateman, C. R. (1939). *Journal of Organizational Culture*, Communications and Conflict, 16(2).

- Beck, C.T. (1994). Reliability and validity issues in phenomenological research. *Western Journal of Nursing Research*, 16(3), 254-62-7.
- Berry, L. L. (1981). The employee as Customer. *Journal of Retail Banking*, 3 (1), 33- 40.
- Bettencourt, L., & Brown, S.W. (1997). Customer-contact employees: Relationships among workplace fairness, job satisfaction and pro-social behaviors. *Journal of Retailing*, 73(1), 39 61.
- Bowen, D. E., & Lawler, E. E. (1992, Spring). Total quality-oriented human resources management. *Organizational Dynamics*, 29-41.
- Bowen, D. E. (1996). Market-focused HRM in service organizations: Satisfying internal and external customers. *Journal of Market-Focused Management*, 1(1), 31-48.
- Brown, T.J., Mowen, J.C., Donovan, T., & Licata, J.W. (2002). The customer orientation of service workers: Personality trait determinants and effects on self- and supervisor performance rating. *Journal of Marketing Research*, 39, 110-119
- Business, Cambridge, Vol. 11 No. 2, pp. 71-82. Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54, 71-84

- Carev, D., (2008). Guest Satisfaction and Guest Loyalty Study for Hotel Industry.
Dissertation, Master of Science in Hospitality- Tourism Management
Rochester Institute of Technology.
- Chandler, G., Keller, C., & Lyon, D. (2000). Unraveling the determinants and
consequences of an innovation-supportive organizational culture.
Entrepreneurship Theory and Practice, 25(5), 59–76.
- Cheng, S. I. (2011). Comparisons of competing models between attitudinal loyalty
and behavioral loyalty. *International Journal of Business and Social*
Science, 2(10), 149-166.
- Chen, Y.J. (2007), “Relationships among service orientation, job satisfaction, and
organizational commitment in the international tourist hotel industry”,
Journal of American Academy of Business, Cambridge. 11.(2),
pp.71-82
- Chen, W.J. (2011). Innovation in hotel services: Culture and personality.
International Journal of Hospitality Management, 30(1), 64–72.
- Chiu, C., Hsu, M., Lai, H., & Chang, C. (2012). Re-examining the influence of trust
on online repeat purchase intention: the moderating role of habit and its
antecedents. *Decision Support Systems*, 53(4), 835e845.

- Clark, B.E., & Mount, J.K. (2006). Pharmacy service orientation: A measure of Organizational culture in pharmacy practice sites. *Research in Social and Administrative Pharmacy*, 2(1), 110–128.
- Comeche, J.M., & Loras, J. (2010). The influence of variables of attitude on collective entrepreneurship. *International Entrepreneurship and Management Journal*, 6(1), 23–38.
- Crosby, L. A., & Stephens, N. (1987). Effects of relationship marketing on satisfaction, retention, and prices in the life insurance industry. *Journal of Marketing Research*, 24 (November), 404–411.
- Culton, A. (1990). Your secret weapon housekeeping employees maintaining high levels of morale on the frontline increases service standards and reduce employee turnover. *Lodging Hospitality*, 2, 67–68.
- Davidson, M. C. G. (2000). Organizational climate and its influence upon performance: A study of Australian hotels in South East Queensland. Unpublished doctoral dissertation, Griffith University. Australia.
- Davidson, M. C. G. (2003). An integrated approach to service quality in hotels. *Journal of Quality Assurance in Hospitality and Tourism*, 4 (1/2), 71–85.
- Davidson, M.C.G. (2003), “Does organizational climate add to service quality in hotels?”, *International Journal of Contemporary Hospitality Management*, 15 (4/5,) 206–13.

- Davidson, M.C.G., Manning, M., Brosnan, P. and Timo, N. (2002),
“Organizational climate, perceived customer satisfaction and RevPAR per
available room in four and five stars Australian hotels”, *Tourism Analysis*,
6. (2,) 13-25.
- Davidson, M. C. G., Manning, M., Timo, N., & Ryder, P. (2001). The dimensions
Of organizational climate in four-and five-star Australian hotels. *Journal of
Hospitality and Tourism Research*, 25 (4), 444-461.
- Davis, K. and Newstrom, J.W. (2001), *Human Behavior at Work*, McGraw- Hill
Publishers, Mexico City.
- Day, G.S. (1994), “The capabilities of market-driven organizations”, *Journal of
Marketing*, 58 (4,) p. 37.
- Dominici, G., & Guzzo, R. (2010). Customer satisfaction in the hotel Industry: a
case study from Sicily. *International Journal of Marketing Studies*, 2(2),
- Dube-Rioux, L. (1990). The Power of Affective Reports in Predicting Satisfaction
Judgments. *Advances in Consumer Research*, 17, 571-576.
- Dwyer, R., Paul, S and Sejo, O (1987). “Developing buyer seller relationships”
Journal of Marketing. 51. 11-27

- Ellinger, A. E., Musgrove, C. C. F., Ellinger, A. D., Bachrach, D. G., Elmadağ Baş, A. B., & Wang, Y. L. (2013). Influences of organizational investments in social capital on service employee commitment and performance. *Journal of Business Research*, 66(8), 1124–1133.
- Fitzsimmons, J. A., M. J. Fitzsimmons, S. Bordoloi. 2014. *Service Management: Operations, Strategy, Information Technology*, 8th ed. McGraw-Hill, New York, NY.
- Fornell, C., Mithas, S., Morgeson, F. V. III., & Krishnan, M. S. (2006). Customer satisfaction and stock prices: High returns, low risk. *Journal of Marketing*, 70 (1), 3-14.
- Frei, F. X. 2006. Breaking the trade-off between efficiency and service. *Harvard Business Review* 84(11) 92–101.
- Garbarino, E. & Johnson, M. S. (1999). The different roles of satisfaction, trust and commitment in customer relationship. *Journal of Marketing*, 63, 70-87.
- Gliem, J. A., & Gliem, R. R. (2003). Calculating, Interpreting, And Reporting Cronbach's Alpha Reliability coefficient For Likert-Type Scales, (1992), 82-88.
- Gogtay, N.J., & Thatte, U. M. (2017). Statistics for Researchers Principle of Correlation Analysis, 65(March), 78-81.

- Gonzalez, J.V., & Garazo, T.G. (2006). Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behavior. *International Journal of Service Industry Management*, 17(1), 23–50.
- Gremler, D. D., Bitner, M. J., & Evans, K. R. (1994). The internal service encounters. *International Journal of Service Industry Management*, 5 (2), 34-56.
- Gruen, T.W., Summers, J.O. and Acito, F. (2000), "Relationship marketing activities, commitment and membership behaviors in professional associations: *Journal of Marketing*, 4, 80-95
- Ha, J., & Jang, S. C. S. (2009). Perceived justice in service recovery and behavioral intentions: The role of relationship quality. *International Journal of Hospitality Management*, 28, 319–327.
- Hair, J.F., Bush, R.P., & Ortinau, D.J. (2009). *Marketing Research in a Digital Environment*.
- He, Y., li, W., & Keung Lai, K. (2011). Service climate, employee commitment and customer satisfaction: Evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23(5), 592–607.

- Hoffman, A.J., & Georg, S. (2012). Introduction to Business and the Natural Environment -History of research on business and the natural environment: conversations from the field. *Business and the Natural Environment: Critical Perspectives on Business and Management*, 1-58.
- Homburg, C., Hoyer, W.D., & Fassnacht, M. (2002). Service orientation of a retailer's business strategy: Dimensions, antecedents, and performance outcomes. *The Journal of Marketing*, 66(4),86–101.
- Huang, J.Y., Chou, T.C., & Lee, G.G. (2010). Imitative innovation strategies: Understanding resource management of competent followers. *Management Decision*, 48(6), 952–975.
- Hung, H., & Wong, Y. H. (2007). Organizational perception of customer satisfaction: Theories and evidence. *The Service Industries Journal*, 27 (4), 495-507.
- Johnson, M. D., Herrmann, A., & Gustafsson, A. (2002). Comparing customer satisfaction across industries and countries. *Journal of Economic Psychology*, 23(6), 749-769.
- Jung, H. S., & Yoon, H. H. (2013). The effects of organizational service orientation on person-organization fit and turnover intent. *Service Industries Journal*, 33(1), 7–29.
- Karatepe, O.M., Yorganci, I. and Haktanir, M. (2009), “Outcomes of customer verbal aggression among hotel employees”, *International Journal of Contemporary Hospitality Management*. 21 (6) pp. 713-33.

- Kemelgor, B.H. (2002). A comparative analysis of corporate entrepreneurial orientation between selected firms in the Netherlands and the USA. *Entrepreneurship and Regional Development: An International Journal*, 14(1), 67–87.
- Kim, W.G., Leong, J.K., & Lee, Y.K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2) 171–193.
- Klein, H. J., & Weaver, N. A. (2000). The effectiveness of an organizational training program in the socialization of new hires. *Personnel Psychology*, 53(1), 47-66.
- Koenig-Lewis, N., & Palmer, A. (2014). The effects of anticipatory emotions on service satisfaction and behavioral intention. *Journal of Services Marketing*, 28(6), 1-39.
- Kotler, P. (2000). *Marketing Management* (10th ed.). India, New Delhi: Prentice Hall
- Kotler, P. (2003). Building customer satisfaction, value, and retention. In P. Kotler (Ed.), *Marketing management* (pp. 59- 88). Upper Saddle River, New Jersey: Prentice Hall.

- Koufteros, X., Droge, C., Heim, G., Massad, N., & Vickery, S. K. (2014). Encounter Satisfaction in E-tailing: Are the Relationships of Order Fulfillment Service Quality with its Antecedents and Consequences Moderated by Historical Satisfaction? *Decision Sciences*, 45(1), 5-48.
- Krejcie, R. V., & Morgan, D. A. (1970). *Determining Sample Size for Research Activities*, 607-610
- Krosnick, J. a. (1999). Survey Research. *Annual Review of Psychology*, 50, 537-567.
- Lawler, E.A., Mohrman, S.A. and Ledford, G.E (1995), *Creating High Performance Organizations, Practices and Results of Employee Involvement and Total Quality Management in Fortune 1000 Companies*, Jossey-Bass, San Francisco, CA.
- Lee, S.H. (2007). The effects of organizational service orientation on group cohesiveness and job performance in the hotel industry. *Journal of Marketing Management Research*, 12(2), 105–124.
- Liao, H. and Chuang, A. (2004). “A multilevel investigation of factors influencing employee service performance and customer outcomes”, *Academy of Management Journal*, Vol.47 No. 1, pp. 41-58

- Liat, C. B., Mansori, S., & Huei, C. T. (2014). The Associations Between Service Quality, Corporate Image, Customer Satisfaction, and Loyalty: Evidence from the Malaysian Hotel Industry. *Journal of Hospitality Marketing and Management*, 23(3), 314–326.
- Liljander, V., & Strandvik, T. (1997). Emotions in service satisfaction. *International Journal of Service Industry Management*, 8(2), 148-169.
- Lin, C. C. (2003). A critical appraisal of customer satisfaction and e-commerce. *Managerial Auditing Journal*, 18(3), 202–212.
- Loureiro, S. M. C., Miranda, J. F., & Breazeale, M. (2014). Who needs delight? The greater impact of value, trust and satisfaction in utilitarian, frequent-use retail. *Journal of Service Management*, 25(1), 101-124.
- Lusch, R.F., Vargo, S.L., & O'Brien, M. (2007). Competing through service: Insights from service dominant logic. *Journal of Retailing*, 83(1), 5–18.
- Lytle, R.S., Hom, P.W., & Mokwa, M.P. (1998). SERV*OP: A managerial measure of organizational service-orientation. *Journal of Retailing*, 74(4), 455–489.
- Lytle, R.S., & Timmerman, J.E. (2006). Service orientation and performance: An organizational perspective. *Journal of Service Marketing*, 20(2), 136–147.
- Manning, M. L., Davidson, M., & Manning, R. L. (2005). Measuring tourism and hospitality employee workplace perceptions. *Hospitality Management*, 24, 75- 90.

- McMullan, R., & O'Neill, M. (2010). Towards a valid and reliable measure of visitor satisfaction. *Journal of Vacation Marketing*, 16(1), 29-44.
- Meterko, M., Mohr, D. C., & Young, G. J. (2004). Teamwork culture and patient satisfaction in hospitals. *Medical Care*, 42(5), 492-498.
- Meyer, J.P. and Allen, N.J. (1997). "A three-component conceptualization of organizational commitment". *Human resource management review*, 1 (1), 61-89.
- Meyer, J.P. and Smith, N.J. (2001), "HRM practices and organizational commitment: test of mediation model", *Canadian Journal of Administrative Sciences*, 17 (4,) 319-31.
- Meyer, J.P. Becker, T.E. and Vandenberghe, C. (2004). "Employee commitment And motivation: A conceptual analysis and integrative model". *Journal of Applied Psychology*, 89(6).991-1007.
- Min H., & Min, H., (1997). Benchmarking the Quality of Hotel Service Quality, Trust and Customer Loyalty. *ABAC Journal*, 29(1),24-38
- Mittal, V., & Kamakura, W. A. (2001). Satisfaction, repurchase intent, and repurchase behavior: Investigating the moderating effect of customer characteristics. *Journal of Marketing Research*, 38 (1), 131-142.
- Morgan, R.M. and Hunt, S.D (1994), "The commitment trust theory of relationship marketing", *Journal of Marketing*, 58 (2) pp. 20-38

- Narteh, B., & Kuada, J. (2014). Customer Satisfaction with Retail Banking Services in Ghana. *Thunderbird International Business Review*, 1-19.
- Oliver, R. L. (1981). Measurement and evaluation of satisfaction processes in retailing setting. *Journal of Retailing*, 57(Fall), 25-48.
- Oliver, R. L. (1993). Cognitive, affective, and attribute bases of the satisfaction response. *Journal of Consumer Research*, 20(3), 418-430.
- Oliver, R. L. (1997). *Satisfaction: a behavioral perspective on the consumer*. New York, USA: McGraw Hill.
- Olsen, S. O. (2002). Comparative evaluation and the relationship between quality, satisfaction, and repurchase loyalty. *Journal of the Academy of Marketing Science*, 30 (3), 240-249.
- Oteng, A., Groessl, E. J., Sklar, M., & Chang, M. (2014). We are Intech Open, the world's leading publisher of Open Access books Built by scientists, for scientists TOP 1 % Control of a Proportional Hydraulic System. *Intech Open*, 2, 64.
- Paguio, R., & Jackling, B. (2016). Teamwork from accounting graduates: What do employers really expect? *Accounting Research Journal*, 29(3), 348-366.

- Parker, C., & Mathews, B. P. (2001). Customer satisfaction: contrasting academic and consumers' interpretations. *Marketing Intelligence & Planning*, 19(1), 38-44.
- Park, H. M. (2006). Univariate Analysis and Normality Test Using SAS, Methods
- Patel, P. (2009). Introduction to Quantitative Methods Definition of Key Terms. Empirical Law Seminar, 1-14.
- Pesamaa, O. and Hair, J.F (2007). "More than friendship is required: An empirical test of cooperative firm strategies". *Management Decision*, 45(3),602-615.
- Radojevic, T., Stanasic, N., & Stanic, N. (2015). Ensuring positive feedback: Factors that influence customer satisfaction in the contemporary hospitality industry. *Tourism Management*, 51, 13-21.
- Routledge, P. (2003). The Role of Customer Satisfaction and Image in Gaining Customer Loyalty in the Hotel Industry, (919025636).
- Schneider, B., Parkington, J. J., & Buxton, V. M. (1980). Employee and customer perceptions of service in banks. *Administrative Science Quarterly*, 25 (2). 252- 267.
- Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of Service in banks: Replication and extension. *Journal of Applied Psychology*, 70 (3), 423-433.

- Schneider, B. and Bowen, D.E. (1993), "The service organization: human resources management is crucial", *Organizational Dynamics*, Spring, pp. 39-52.
- Schneider, B., White, S.S. and Paul, M.C. (1998), "Linking service climate and Customer perceptions of service quality: test of a casual model", *Journal of Applied Psychology*, 83 (2,) pp. 150-63.
- Schneider, B., White, S.S. and Paul, M.C. (1998), "Linking service climate and customer perceptions of service quality: test of a casual model", *Journal of Applied Psychology*, 83 (2,) pp. 150-63.
- Sebora, T.C., & Theerapatvong, T. (2010). Corporate entrepreneurship: A test of external and internal influences on managers' idea generation, risk taking, and proactiveness. *International Entrepreneurship and Management Journal*, 6(3), 331–350.
- Sekaran, U., & Bougie, R. (2010). *Research Method for Business*, A Skill Building Approach. John Wiley & Sons Inc.
- Shainesh, G. and Sharma, T. (2003), "Linkages between service climate and service quality: a study of banks in India", *IIMB Management Review*, September, pp. 74-81.
- Siguaw, J. A., & Enz, C.A., (1999). Best Practices in Hotel Architecture", *Cornell Hotel and Restaurant Administration Quarterly*, 40,44-49

- Song, H., Li, G., van der Veen, R., & Chen, J. L. (2011). Assessing mainland Chinese tourists' satisfaction with Hong Kong using tourist satisfaction index. *International Journal of Tourism Research*, 13, 82–96
- Spears, L.C. (1998). Insights on leadership: Service, stewardship, spirit and servant leadership. New York, NY: Wiley.
- Stefanou, C. J., & Sarmaniotis, C. (2003). CRM and customer-centric knowledge management: An empirical research. *Business Process Management Journal*, 9 (5), 617-634.
- Suprenant, C. F., & Solomon, M. R. (1987). Predictability and personalization in The service encounters. *Journal of Marketing*, 51 (April), 86-96.
- Urban, W. (2009). Organizational service orientation and its role in service performance formation: Evidence from Polish service industry. *Measuring Business Excellence*, 13(1), 72-81.
- Vavra, T.G. (1997). Improving your measurement of customer satisfaction: A guide to creating, conducting, analyzing, and reporting customer satisfaction measurement programs, ASQC Quality Press, Milwaukee.

- Verhoef, P.C., Franses, P.H and Hoekstra, J.C. (2002). "The effect of relational constructs on customer referrals and number of services purchased from a multiservice provider: does age of relationship matter?" *Journal of the Academy of Marketing Science*, 30 (3) pp.202-16
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.
- Westbrook, R. A. (1981). Sources of consumer satisfaction with retail outlets. *Journal of Retailing*, 57 (3), 68-85.
- Wu, L.Y., Wang, C.J., Tseng, C.Y., & Wu, M.C. (2009). Founding team and start-up competitive advantage. *Journal of Management Decision*, 47(2), 345–358.
- Yen-Lun Su, A. (2004). Customer satisfaction measurement practice in Taiwan hotels. *Journal of Hospitality Management*, 23, 397e408.
- Yeung, M. C. H., Ramasamy, B., Chen, J., & Paliwoda, S. (2013). Customer Satisfaction and consumer expenditure in selected European countries. *International Journal. of Research in Marketing*, 30,
- Yi, Y. (1990). A critical review of consumer satisfaction. In V. A. Zeithaml (Ed), *Review of marketing* 6(8), 23.

Zikmund, W.f., Babin, B.J, Carr, J, C., and Griffin, M. (201). *Business Research Methods (8nd ed)*. South-Western: Cengage Learning



APPENDIX 1 THE QUESTIONNAIRE



Tuan/Puan yang dihormati,

Saya adalah pelajar Ijazah Sarjana Sains (Pengurusan) di Universiti Utara Malaysia, Sintok Kedah. Saya sedang menjalankan kajian **terhadap, iklim perkhidmatan, orientasi khidmat organisai, komitmen perkhidmatan pekerja dan kerja berpasukan terhadap persepsi pekerja kepada kepuasan pelanggan** di hotel Taiping, Perak. Tujuan kajian ini adalah untuk mengkaji kepuasan pelanggan di hotel Taiping, Perak

Saya amat menghargai sumbangan dan kerjasama Tuan/Puan dalam melengkapkan borang soal selidik ini. Jawapan Tuan/Puan adalah sangat penting untuk memastikan ketepatan kajian penyelidikan ini. Untuk makluman, semua data yang dikumpul dan dianalisa adalah sulit serta digunakan untuk kajian ini sahaja.

Untuk sebarang pertanyaan atau pencerahan berkaitan soal selidik ini, saudara/i boleh hubungi nombor dibawah. Terima kasih atas kerjasama dan masa yang diluangkan.

NURMASTURAH BINTI MOKHTAR

Sarjana Sains (Pengurusan)

(822566)

Othman Yeop Abdullah Graduate School

Universiti Utara Malaysia

06010 Sintok, Kedah

Phone: 012-4898642

Email: nurmasturahmokhtar93@gmail.com

BAHAGIAN A: Sila Tandakan (/) pada jawapan anda

1. Jantina

☐ Lelaki ☐ Perempuan

2. Umur: _____ tahun

3. Bangsa

☐ Melayu ☐ Cina ☐ India ☐ Lain-lain (Nyatakan) _____

4. Agama

☐ Islam ☐ Kristian ☐ Buddha

☐ Hindu ☐ Lain-lain (Nyatakan): _____

5. Status Perkahwinan

☐ Bujang ☐ Berkahwin ☐ Berceraai

6. Pendapatan Bulanan: RM _____

7. Tempoh Berkhidmat/Berkhidmat (dengan Hotel ini)

☐ Kurang 5 tahun ☐ 11 tahun- 15 tahun

☐ 6 tahun -10 tahun ☐ lebih 15 tahun

8. Tahap Pendidikan

☐ PMR/SPM ☐ Ijazah ☐ Lain-lain (Nyatakan) _____

☐ Diploma/STPM ☐ Sarjana/Doktor Falsafah

BAHAGIAN B

Arahan: Berdasarkan skala 1 hingga 6, sila tanda (/) jawapan anda pada soalan-soalan berikut:

1	2	3	4	5	6
Amat tidak Bersetuju	Sangat tidak Bersetuju	Tidak Bersetuju	Setuju	Sangat Bersetuju	Amat Bersetuju

No	Perkara	Skala					
1	Hotel saya mempunyai idea yang jelas mengenai keperluan pelanggan.	1	2	3	4	5	6
2	Perkhidmatan berkualiti tinggi ditekankan sebagai cara terbaik untuk mengekalkan pelanggan di hotel saya	1	2	3	4	5	6
3	Hotel saya melihat perkhidmatan yang diberikan dari perspektif pelanggan	1	2	3	4	5	6
4	Kami dimaklumkan tentang penilaian pelanggan tentang kualiti perkhidmatan yang disampaikan oleh kami	1	2	3	4	5	6
5	Hotel saya sentiasa memberi maklum balas mengenai aduan pelanggan dengan cepat	1	2	3	4	5	6
6	Pihak pegurusan hotel memberi sokongan apabila saya membuat idea-idea baru mengenai cara untuk meningkatkan perkhidmatan pelanggan	1	2	3	4	5	6
7	Pihak pengurusan hotel mendorong saya untuk memberikan perkhidmatan yang berkualiti tinggi	1	2	3	4	5	6
8	Pihak pengurusan hotel sentiasa responsif terhadap permintaan saya untuk memohon bantuan dalam melaksanakan tugas	1	2	3	4	5	6
9	Pihak pengurusan hotel sangat komited untuk meningkatkan perkhidmatan di organisasi kami	1	2	3	4	5	6
10	Saya mendapat sokongan yang mencukupi dari rakan kerja untuk melakukan tugas saya dengan baik	1	2	3	4	5	6
11	Sekiranya saya menjalankan tugas dengan baik, saya menerima pengiktirafan yang sewajarnya	1	2	3	4	5	6
12	Saya mempunyai akses kepada maklumat perkhidmatan apabila saya memerlukannya mereka untuk melakukan kerja saya	1	2	3	4	5	6
13	Hotel saya sering meluangkan masa dengan pelanggan dan pekerja	1	2	3	4	5	6
14	Hotel saya sentiasa menyampaikan maklumat tentang kepentingan perkhidmatan	1	2	3	4	5	6
15	Hotel saya sentiasa mengukur kualiti perkhidmatan yang kami berikan	1	2	3	4	5	6
16	Hotel saya menunjukkan bahawa mereka mengambil berat tentang perkhidmatan.	1	2	3	4	5	6

17	Hotel saya menyediakan bahan-bahan untuk meningkatkan keupayaan pekerja bagi menyediakan perkhidmatan yang cemerlang	1	2	3	4	5	6
18	Pihak pengurusan memberi input dan kepimpinan peribadi untuk mewujudkan perkhidmatan yang berkualiti	1	2	3	4	5	6
19	Pada asasnya saya percaya, hotel ini wujud untuk memenuhi keperluan pelanggan	1	2	3	4	5	6
20	Pekerja mempunyai kebebasan dan kuasa untuk bertindak secara sendiri bagi memberikan perkhidmatan yang cemerlang	1	2	3	4	5	6
21	Pekerja mengambil berat pelanggan kerana mereka mahu dihargai	1	2	3	4	5	6
22	Pekerja akan meraih yang terbaik untuk pelanggan	1	2	3	4	5	6
23	Hotel kami melihat lebih mesra dan sopan berbanding pesaing kami	1	2	3	4	5	6
24	Pekerja melakukan cara yang tersendiri untuk mengurangkan ketidakselesaan pelanggan	1	2	3	4	5	6
25	Hotel saya menyediakan insentif dan ganjaran yang sangat baik di semua peringkat untuk kualiti perkhidmatan.	1	2	3	4	5	6
26	Hotel ini memberikan pengiktirafan kepada kakitangan yang memberikan perkhidmatan yang cemerlang	1	2	3	4	5	6
27	Setiap pekerja menerima latihan kemahiran diri yang meningkatkan keupayaannya untuk memberikan perkhidmatan yang berkualiti tinggi	1	2	3	4	5	6
28	Hotel kami mempunyai sistem pengendalian aduan pelanggan yang sangat baik untuk susulan perkhidmatan	1	2	3	4	5	6
29	Hotel kami memebrikan setiap pelanggan jaminan perkhidmatan yang jelas	1	2	3	4	5	6
30	Hotel kami berusaha untuk mengelakkan masalah berkaku kepada pelanggan	1	2	3	4	5	6
31	Hotel kami meningkatkan keupayaan perkhidmatan kami melalui penggunaan teknologi	1	2	3	4	5	6
32	Saya rasa masa depan saya berkait rapat dengan hotel ini	1	2	3	4	5	6
33	Saya berasa sangat komited terhadap hotel ini	1	2	3	4	5	6

34	Saya mempunyai nilai yang sama dengan hotel ini	1	2	3	4	5	6
35	Saya berbangga untuk memberitahu orang lain bahawa saya adalah sebahagian daripada hotel ini	1	2	3	4	5	6
36	Saya sangat mengambil berat terhadap nasib hotel ini	1	2	3	4	5	6
37	Saya faham bahawa prestasi kerja saya akan mempengaruhi kerja orang lain	1	2	3	4	5	6
38	Saya mempunyai sikap menolong orang lain melakukan kerja	1	2	3	4	5	6
39	Saya bersedia untuk bekerja dalam pasukan	1	2	3	4	5	6
40	Saya boleh memimpin pasukan saya apabila diperlukan	1	2	3	4	5	6
41	Saya memberi tindak balas segera terhadap permintaan rakan sekerja dengan segera	1	2	3	4	5	6
42	Saya boleh bekerja dengan baik dengan rakan-rakan yang berbeza personaliti	1	2	3	4	5	6
43	Saya akan memberi idea yang diharapkan pada masa yang diperlukan	1	2	3	4	5	6
44	Secara keseluruhan, pelanggan saya berpuas hati dengan perkhidmatan saya	1	2	3	4	5	6
45	Pelanggan saya diberikan perkhidmatan yang berkualiti tinggi	1	2	3	4	5	6
46	Pelanggan saya berasa gembira bila berurusan di hotel kami	1	2	3	4	5	6
47	Melalui pengalaman yang lepas, saya merasakan pelanggan-pelanggan hotel ini berpuas hati dengan perkhidmatan yang diberikan	1	2	3	4	5	6
48	Berdasarkan kepada interaksi saya dengan pelanggan, saya rasa pelanggan berpuas hati dengan perkhidmatan kami	1	2	3	4	5	6
49	Pengalaman pelanggan-pelanggan dengan hotel ini adalah sesuatu yang mereka senangi	1	2	3	4	5	6

50	Hotel ini sentiasa menitik beratkan kepuasan pelanggan	1	2	3	4	5	6
----	--	---	---	---	---	---	---

APPENDIX 2 REALIIBITY FOR PILOT TEST

a) Service Climate

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.939	12

b) Organizational Service Orientation

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.949	19

c) Service Employee Commitment

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.949	5

d) Teamwork

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.917	7

e) Perception of Employee on Customer Satisfaction

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

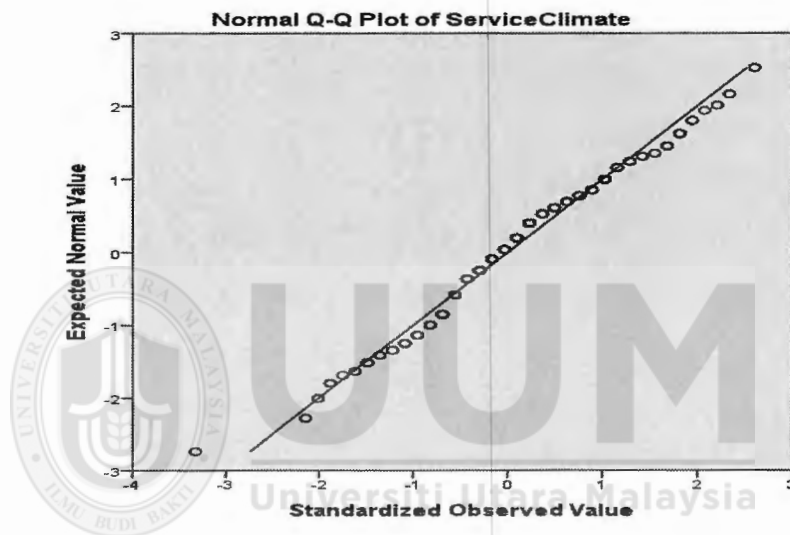
Reliability Statistics

Cronbach's	
Alpha	N of Items
.943	7

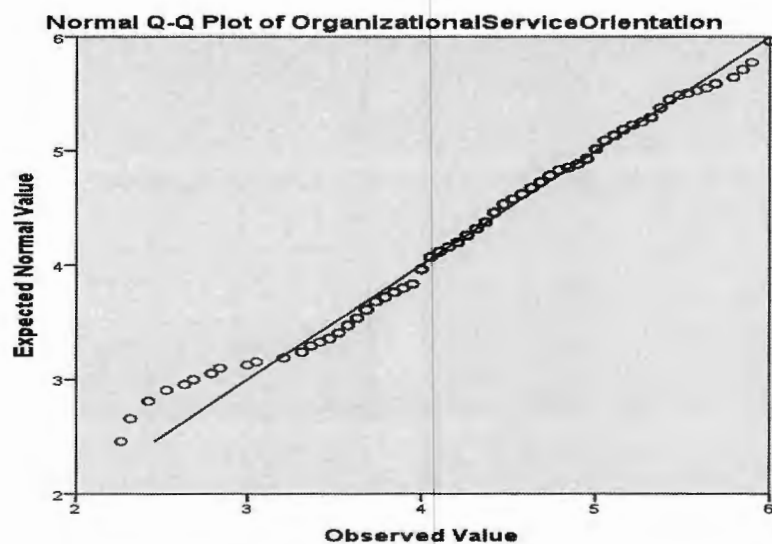
APPENDIX 3

NORMALITY TEST

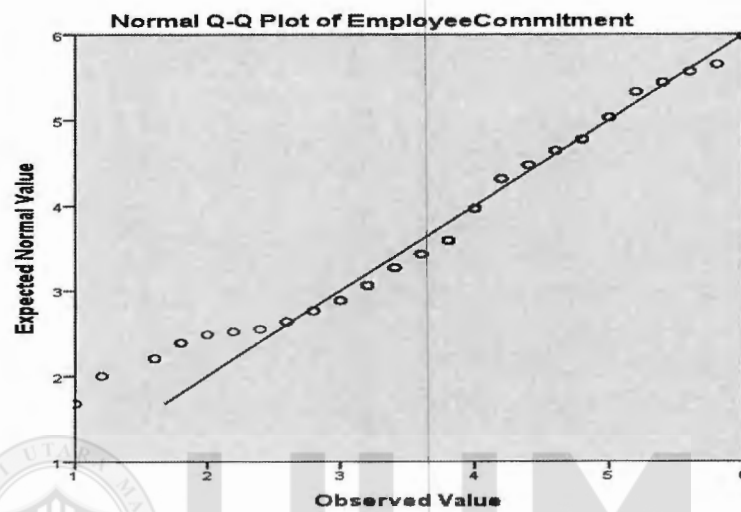
a) Service Climate



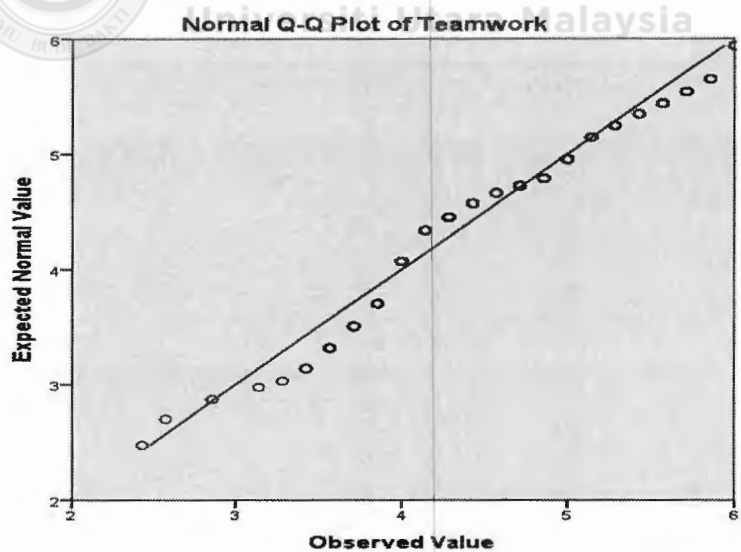
b) Organizational Service Orientation



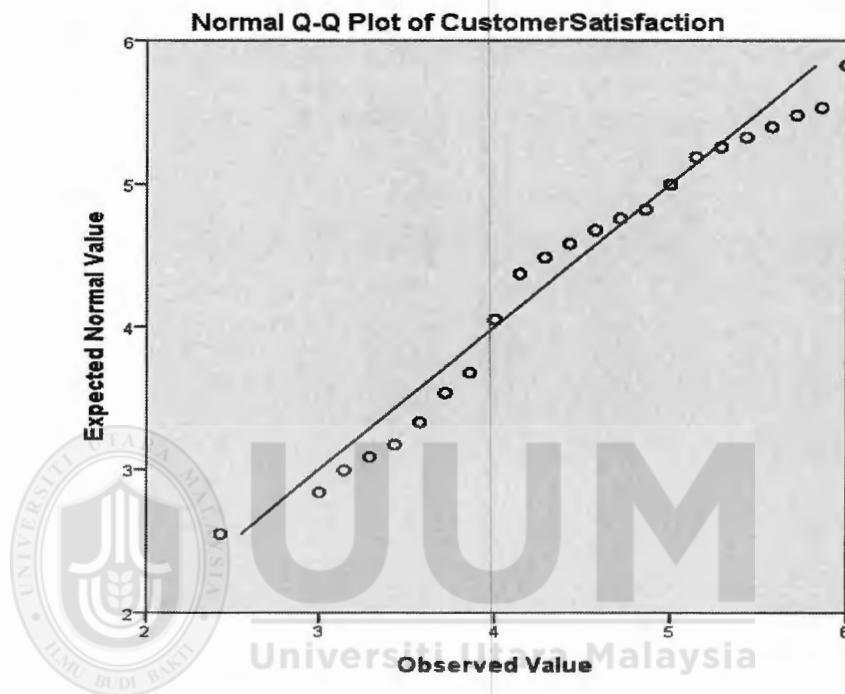
C) Service Employee Commitment



d) Teamwork



e) Employee Perception on Customer Satisfaction



APPENDIX 4 RELIABILITY FOR REAL DATA

a) Service Climate

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.926	12

Case Processing Summary

		N	%
Cases	Valid	364	100.0
	Excluded ^a	0	.0
	Total	364	100.0

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SC1	47.97	47.707	.750	.725	.917
SC2	47.88	47.783	.760	.733	.917
SC3	47.90	48.585	.736	.728	.918
SC4	47.87	48.524	.751	.692	.917
SC5	47.84	48.469	.741	.649	.918
SC6	48.00	46.972	.773	.657	.916
SC7	47.82	49.247	.655	.534	.921
SC8	47.95	48.292	.710	.633	.919
SC9	47.88	48.968	.675	.605	.920
SC10	47.67	50.519	.556	.367	.925
SC11	47.97	49.338	.571	.483	.925
SC12	47.97	50.217	.562	.389	.925

b) Organizational Service Orientation

Case Processing Summary

		N	%
Cases	Valid	364	100.0
	Excluded ^a	0	.0
	Total	364	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

		Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha		.948	19

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OSO1	78.66	138.714	.682	.584	.945
OSO2	78.56	138.638	.702	.651	.945
OSO3	78.58	137.759	.736	.698	.945
OSO4	78.53	137.076	.776	.694	.944
OSO5	78.61	135.550	.724	.647	.945
OSO6	78.64	137.389	.713	.580	.945
OSO7	78.55	138.265	.720	.609	.945
OSO8	78.62	135.713	.738	.604	.944
OSO9	78.47	140.376	.647	.599	.946
OSO10	78.44	140.060	.663	.646	.946
OSO11	78.49	138.647	.690	.630	.945
OSO12	78.54	141.455	.598	.506	.947
OSO13	78.72	136.595	.741	.636	.944
OSO14	78.62	136.881	.712	.619	.945
OSO15	78.63	137.279	.678	.579	.946
OSO16	78.62	138.852	.640	.602	.946
OSO17	78.52	138.873	.715	.669	.945
OSO18	78.38	142.435	.503	.449	.948
OSO19	78.62	139.636	.583	.520	.947

c) Service Employee Commitment

Case Processing Summary

		N	%
Cases	Valid	364	100.0
	Excluded ^a	0	.0
	Total	364	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.922	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EC1	16.86	12.701	.811	.683	.901
EC2	16.63	13.693	.830	.693	.897
EC3	16.78	13.362	.826	.699	.897
EC4	16.66	13.469	.800	.652	.902
EC5	16.52	14.526	.719	.531	.918

d) Teamwork

Case Processing Summary

		N	%
Cases	Valid	364	100.0
	Excluded ^a	0	.0
	Total	364	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.926	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TW1	27.63	20.086	.634	.460	.927
TW2	27.61	18.752	.796	.679	.912
TW3	27.52	18.581	.824	.725	.909
TW4	27.63	18.761	.804	.687	.911
TW5	27.58	19.088	.770	.642	.914
TW6	27.52	19.374	.775	.669	.914
TW7	27.55	19.202	.764	.635	.915

e) Employee Perception on Customer Satisfaction

Case Processing Summary

		N	%
Cases	Valid	364	100.0
	Excluded ^a	0	.0
	Total	364	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.942	7

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CS1	27.23	22.872	.667	.578	.945
CS2	27.34	21.463	.797	.710	.934
CS3	27.35	20.681	.861	.744	.928
CS4	27.34	21.250	.820	.707	.932
CS5	27.29	21.601	.844	.739	.930
CS6	27.35	20.913	.860	.806	.928
CS7	27.29	20.535	.814	.731	.933

APPENDIX 5 DESCRIPTIVE STATISTIC

a) Gender

		Gender			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	206	56.6	56.6	56.6
	Female	158	43.4	43.4	100.0
	Total	364	100.0	100.0	

b) Age

		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	<20 year	46	12.6	12.6	12.6
	21-30 year	193	53.0	53.0	65.7
	31-40 year	74	20.3	20.3	86.0
	41-50 year	33	9.1	9.1	95.1
	>50	18	4.9	4.9	100.0
	Total	364	100.0	100.0	

c) Ethnic Group

		Ethnic			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Malay	214	58.8	58.8	58.8
	Chinese	82	22.5	22.5	81.3
	Indian	61	16.8	16.8	98.1
	Others	7	1.9	1.9	100.0
	Total	364	100.0	100.0	

d) Religion

		Religion			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Islam	217	59.6	59.6	59.6
	Christian	31	8.5	8.5	68.1
	Buddha	67	18.4	18.4	86.5
	Hindu	49	13.5	13.5	100.0
	Total	364	100.0	100.0	

e) Marital Status

		Marital			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	212	58.2	58.2	58.2
	Married	147	40.4	40.4	98.6
	Divorced	5	1.4	1.4	100.0
	Total	364	100.0	100.0	

f) Income Monthly

		Income Monthly			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1000	101	27.7	27.7	27.7
	1001-1500	191	52.5	52.5	80.2
	1501-2000	52	14.3	14.3	94.5
	2001-2500	8	2.2	2.2	96.7
	2501-3000	8	2.2	2.2	98.9
	>3000	4	1.1	1.1	100.0
	Total	364	100.0	100.0	

e) Duration of Service

		Service years			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 5 year	262	72.0	72.0	72.0
	6 year-10 year	93	25.5	25.5	97.5
	11 year-15 year	5	1.4	1.4	98.9
	above 15 year	4	1.1	1.1	100.0
	Total	364	100.0	100.0	

f) Education Level

		Level Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PMR/SPM	194	53.3	53.3	53.3
	Diploma/STPM	128	35.2	35.2	88.5
	Degree	33	9.1	9.1	97.5
	Master/PHD	1	.3	.3	97.8
	Others	8	2.2	2.2	100.0
Total		364	100.0	100.0	

APPENDIX 6 DESCRIPTIVE

a) Descriptive (Mean and Standard Deviation for All variable)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Service Climate	364	2.25	6.00	4.3539	.63241
Organizational service Orientation	364	2.26	6.00	4.3650	.65271
Employee Commitment	364	1.00	6.00	4.1731	.91129
Teamwork	364	2.43	6.00	4.5962	.72433
Customer Satisfaction	364	2.43	6.00	4.5522	.76607
Valid N (listwise)	364				

b) Service Climate

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
SC1	364	1	6	4.27	.879
SC2	364	2	6	4.36	.863
SC3	364	2	6	4.35	.814
SC4	364	2	6	4.37	.805
SC5	364	2	6	4.40	.819
SC6	364	1	6	4.25	.922
SC7	364	1	6	4.43	.832
SC8	364	1	6	4.30	.866
SC9	364	1	6	4.37	.838
SC10	364	2	6	4.58	.811
SC11	364	1	6	4.28	.923
SC12	364	1	6	4.28	.838
Valid N (listwise)	364				

c) Organizational Service Orientation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
OSO1	364	1	6	4.27	.890
OSO2	364	1	6	4.37	.871
OSO3	364	1	6	4.35	.883
OSO4	364	1	6	4.40	.877
OSO5	364	1	6	4.33	1.021
OSO6	364	1	6	4.30	.930
OSO7	364	1	6	4.39	.873
OSO8	364	1	6	4.32	.994
OSO9	364	2	6	4.46	.831
OSO10	364	2	6	4.49	.831
OSO11	364	1	6	4.44	.884
OSO12	364	1	6	4.39	.821
OSO13	364	1	6	4.22	.942
OSO14	364	1	6	4.32	.960
OSO15	364	1	6	4.30	.980
OSO16	364	1	6	4.31	.933
OSO17	364	2	6	4.41	.843
OSO18	364	1	6	4.55	.881
OSO19	364	1	6	4.32	.960
Valid N (listwise)	364				

d) Service Employee Commitment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EC1	364	1	6	4.01	1.161
EC2	364	1	6	4.23	.991
EC3	364	1	6	4.09	1.045
EC4	364	1	6	4.20	1.053
EC5	364	1	6	4.34	.967
Valid N (listwise)	364				

e) Teamwork

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TW1	364	1	6	4.55	.860
TW2	364	1	6	4.57	.893
TW3	364	1	6	4.65	.892
TW4	364	1	6	4.54	.885
TW5	364	2	6	4.60	.871
TW6	364	2	6	4.65	.828
TW7	364	2	6	4.63	.861
Valid N (listwise)	364				

f) Employee Perception on Customer Satisfaction

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CS1	364	2	6	4.63	.817
CS2	364	1	6	4.53	.882
CS3	364	1	6	4.51	.923
CS4	364	2	6	4.52	.889
CS5	364	2	6	4.57	.825
CS6	364	1	6	4.51	.895
CS7	364	1	6	4.58	.983
Valid N (listwise)	364				

APPENDIX 7 CORRELATION ANALYSIS

		Correlations				
		Service Climate	Organizational Service Orientation	Employee Commitment	Teamwork	Customer Satisfaction
Service Climate	Pearson Correlation	1	.791**	.633**	.573**	.651**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	364	364	364	364	364
Organizational Service Orientation	Pearson Correlation	.791**	1	.699**	.508**	.714**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	364	364	364	364	364
Employee Commitment	Pearson Correlation	.633**	.699**	1	.511**	.640**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	364	364	364	364	364
Teamwork	Pearson Correlation	.573**	.508**	.511**	1	.671**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	364	364	364	364	364
Customer Satisfaction	Pearson Correlation	.651**	.714**	.640**	.671**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	364	364	364	364	364

** . Correlation is significant at the 0.01 level (2-tailed).

APPENDIX 8 REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.646	.45577

a. Predictors: (Constant), Teamwork, Organizational Service Orientation, Employee Commitment, Service Climate

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.455	4	34.614	166.632	.000 ^b
	Residual	74.574	359	.208		
	Total	213.029	363			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Teamwork, Organizational Service Orientation, Employee Commitment, Service Climate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.024	.187		.130	.897
	Service Climate	.031	.066	.025	.468	.640
	Organizational Service Orientation	.461	.066	.393	6.992	.000
	Employee Commitment	.131	.038	.156	3.436	.001
	Teamwork	.399	.041	.377	9.621	.000

a. Dependent Variable: Customer Satisfaction

APPENDIX 9 FACTOR ANALYSIS

a) Service Climate

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	2943.311
	df	66
	Sig.	.000

Component Matrix ^a

	Component 1
SC1	.809
SC2	.821
SC3	.801
SC4	.811
SC5	.801
SC6	.824
SC7	.720
SC8	.752
SC9	.719
SC10	.615
SC11	.623
SC12	.613

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

c) Employee Commitment

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	1320.365
	df	10
	Sig.	.000

Component Matrix^a

	Component 1
EC1	.884
EC2	.895
EC3	.892
EC4	.876
EC5	.815

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

d) Teamwork

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.906
Bartlett's Test of Sphericity	Approx. Chi-Square	1865.139
	df	21
	Sig.	.000

**Component
Matrix^a**

	Component 1
TW1	.718
TW2	.855
TW3	.877
TW4	.864
TW5	.838
TW6	.840
TW7	.832

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

e) Employee Perception on Customer Satisfaction

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	2302.974
	df	21
	Sig.	.000

**Component
Matrix^a**

	Component 1
CS1	.743
CS2	.851
CS3	.903
CS4	.872
CS5	.890
CS6	.902
CS7	.868

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

